

Annual Report



Program Year 2021
July 1, 2021- June 30, 2022



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On behalf of the Delaware Workforce Development Board (DWDB), I am pleased to submit Delaware's Workforce Innovation and Opportunity Act (WIOA) Annual Report for Program Year 2021. This report highlights the progress, continued improvement of services, and outcomes throughout the state and lays out the plan for additional investments in Delaware's workforce.

Delaware's workforce system has experienced great change over the course of the past year. Changes include a new Workforce Development Board Chair and Executive Director, updated by-laws, new committees, staff changes, and new board members. However, Delaware remains steadfast in providing opportunities for Delawareans to skill/upskill and be connected to a life or family-sustaining career.

Workforce continues to be a top priority for Governor Carney. In October 2021 Governor Carney announced a \$50 million investment in job training for the state of Delaware funded by the American Rescue Plan Act. "We're focused on investments that will build on the strengths of Delaware's world-class workforce and support Delaware families and businesses who were most affected by the COVID-19 pandemic," said Carney. "These workforce development programs will help Delawareans develop the skills they need to succeed in a 21st century economy."

DWDB, Delaware Department of Labor, Division of Employment and Training, business leaders, program providers, WIOA leadership, and other partners continue to align in a common set of goals and work towards a seamless workforce system in Delaware.

Sincerely,

Joanna Staib
Executive Director
Delaware Workforce Development Board

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STATE’S STRATEGIC VISION AND GOALS:

Delaware Governor John Carney and the Delaware Workforce Development Board (DWDB) envision an integrated workforce system, which brings together diverse partners ensuring all Delawareans have access to a publicly funded workforce system. One that promotes, prepares, and connects workers with jobs, training, education, and other resources, which provide Delaware employers with the workers needed to ensure financial independence. Governor Carney sees the process spanning the entire life of a workforce participant. Developmental years focus on four specific skillsets: Science, Technology, Engineering, and Math (STEM) skills; Thinking Skills; Workplace Skills; and Citizenship Skills. Students, benefiting from anticipated improvement in graduation rates, move to post-secondary education and/or training via several tracks including, but not limited to, Delaware’s University system, Delaware’s Technical and Community College System, and other professional or trades training programs. Adults will continue to hone their skills throughout a lifetime of learning.

Governor Carney determined Delaware will continue to operate as a single service delivery area, with the State Board acting as both a state and local board, in accordance with WIOA.

A single delivery system enables the Governor and Board to build on the successes of the past several years by reinforcing existing relationships among core partners, extended partners, and one-stop partners. This is an essential task, as leaders outside the publicly-funded workforce system provide a wealth of knowledge, access, and resources which expand opportunities under limited governmental resources.

The operational vision is to provide a comprehensive integrated system of employment & training services and develop a cohesive and unified workforce system brand for all Delawareans (individuals and businesses).

DELAWARE WORKFORCE DEVELOPMENT BOARD:

The Delaware Workforce Development Board (DWDB) provides leadership and resources to develop a skilled workforce responsive to the evolving needs of business and communities. We do this with a lens of equity, forward thinking initiatives, and utilizing data to make strategic investments. The board has renewed attention on aligning effective job-driven workforce development system that emphasizes worker skill development, aligning training with business needs, reducing duplication, and connecting individuals with jobs.

Guiding Principles and Core Functions of the Board

The work of the Delaware Workforce Development Board is based on the following set of principles that guides priorities and investment decisions.

- **Strategy Based:** Board focuses on the big picture of workforce development (creating a system, not merely a collection of programs) to match supply and demand more effectively.
- **Customer Focused:** Systems are built around customer needs, including job seekers, employers, and youth (rather than funding streams) and promote diversity, equity, and inclusion.
- **Leveraged Partnerships and Resources:** Strategies leverage other resources and are based on strong partnerships, building on existing collaborations when possible.
- **Outcome Driven:** Outcomes are clearly defined, communicated, and measured with investments made accordingly.
- **Integrated Service Delivery:** Programs are focused on outcomes and are encouraged not to duplicate one another but rather work collaboratively to deliver services to the customer.
- **Industry and Economic Development Aligned:** Workforce programs and services are aligned with regional industries and economic growth strategies.
- **Accountable and Transparent:** There is a clear process for making decisions informed by analyzing data and evaluating performance standards.

The Board has four core functions. These include:

- **Convener/Broker:** Building and nurturing strong local partnerships with community organizations, including business, education, one-stop partners, and economic development associations, recognizing that it requires multiple partners to build a world-class workforce system.
- **System Manager:** Prioritizing job seeker and employer needs in service delivery, including through American Job Centers, and providing oversight of the workforce system, ensuring it is functioning efficiently and funding is being managed responsibly.
- **Optimizer:** Utilizing data to drive decisions and continuous improvement, monitoring performance, and adjusting the system in anticipation of trends and how to respond to them.
- **Capacity Builder/Investor:** Leveraging public investments with commitments from industry, labor, public, and community partners to implement new ideas and strategies.

Delaware Workforce Development Board and the Delaware workforce system have three overarching goals:

Goal 1: Move Delaware Residents towards Economic Self-Sufficiency

- 1.1: Help residents facing barriers, especially those in Promise Communities to access training, education, and employment opportunities that lead to self-sufficiency.
- 1.2: Support people in building skills for jobs with promising futures.
- 1.3: Effectively connect Delaware job seekers to employers.
- 1.4: Engage and reconnect youth in education and work experiences aligned with career pathways.

Goal 2: Support the Workforce Needs and Competitiveness of Industries that fuel Delaware’s Economy

2.1: Directly connect workforce investment to critical Delaware industries, enhancing the state’s competitiveness.

2.2: Facilitate convening of sector groups to build career awareness, enhance shared training capacity, and provide a collective response to changing demand.

Goal 3: Build a Responsive and Agile Workforce System, Statewide and Locally

3.1: Enhance the responsiveness and agility of the system to continually improve and respond to changing economic needs.

3.2: Implement a detailed system of outcome measures, allowing the board to assess the success of its investments and shift strategies accordingly.

In Program Year 20 (PY20), DWDB reestablished several working committees to address key priorities and strategies pursuant to implementing provisions of the Workforce Innovation and Opportunity Act. Each committee established a chair, a mission, objectives, and operational priorities.

Strategic Planning Committee:

Mission: The Strategic Planning Committee guides the DWDB’s execution of its overarching goals, objectives, priorities, and activities, tracks the Board’s progress, and supports the Board and its committees in the development of metrics setting, data collection, and data reporting.

Primary Objectives and Operational Priorities:

1. Steward and Own Strategic Planning.
 - Building from the state’s “Operating Framework” (TIP Strategies 2021), develop the 3-year strategy planning process.
 - Lead annual reviews of the strategic plan, integrate goals and insights from the other committees, and make updates and adjustments as needed.
 - Communicate the strategic plan to key stakeholders and the general public.
 - Address ways to reach Delaware’s employee base
2. Drive Implementation of the Strategic and Data Plan
 - Manage the overall implementation of the plan; support the committees, staff, and third parties who are responsible for workstreams and deliverables.
 - Work with other committees to establish performance measures, data collection methods, and data reporting templates.
 - Develop a request for proposals (RFP) for a third-party contractor to review data collection methods and make recommendations for new investments.
 - Advocate for resources and ensure they are distributed across the system and aligned with strategic plan.
3. Establish, Measure, and Track Goals
 - Develop dashboards and management reports with goals aligned to the strategic plan.
 - Collect data and track progress in a consistent way across the committees and over time against the strategic and project-level goals.
 - Report on progress to goals, dashboards, and performance, collecting key insights and practices that can be shared across all stakeholders.

Youth Committee:

Mission: The Youth Committee ensures that high-demand occupation training programs meet the needs of in-school and out-of-school youth and complementary to existing pathways programs for in-school youth.

Primary Objectives and Operational Priorities:

1. Assess the current landscape of training providers.
 - Review industry representation for existing youth training providers.
 - Determine whether the number of in-school vs. out-of-school youth programs is proportionate to need.
 - Review alignment of current DWDB industry representation with business industry needs through survey and other data reported. Identify by county and number served.
 - Determine if there is overlap between training providers and Pathways programs.
 - Report gaps in training providers for the Request for Proposal (RFP) to Board (by county).
 - Share business needs/gaps throughout the state.
 - Look to retain Youth in our state
2. Increase training provider engagement.
 - Coordinate with existing industry-eligible providers to understand successes/challenges.
 - Encourage targeted application of industry-eligible providers which currently do not engage with the DWDB.
 - Routinely share provider feedback with Board.
 - Match providers with program-related employers to identify skills gaps.
 - Identify areas for future investment
3. Measure performance and track results.
 - Establish training enrollment, training completion, and job placement targets for all youth programs.
 - Track cost per individual placement.
 - Track youth coming from pathways, justice system.
 - Track types of credentials earned.
 - Review and develop performance indicators for training provider programs.
 - Establish routine data collection methods of indicators from programs.
 - Assess participants to determine continued employment; if exit occurs, require recording and reason for those that exit.

Adult Dislocated Worker Committee:

Mission: The Adult/Dislocated Worker Committee ensures high-demand occupation programs train/upskill Delaware's adult and dislocated workers in essential career tracts for long term, stable employment.

Primary Objectives and Operational Priorities:

1. Assess the current landscape of training providers.
 - Identify and review industry representation for existing adult training providers.
 - Review alignment of current industry representation with business industry needs through survey and other data reported. Identify by county and number served.
 - Report gaps in training providers for the Request for Proposal (RFP) to Board (by county).
 - Share business needs/gaps throughout the state.
2. Increase training provider engagement.

- Coordinate with existing industry-eligible providers to understand successes/challenges.
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 - Establish routine data collection methods of indicators from programs.
 - Assess participants to determine continued employment.

Business Engagement Committee:

Mission: The Business Engagement Committee ensures that the DWDB's funding priorities are aligned with Delaware's most current workforce skills needs, as indicated by the state's business stakeholders and growth industries.

Primary Objectives and Operational Priorities:

1. Identify Delaware's key industries.
2. Align DWDB with Delaware Business Needs.
 - Identify firms within verticals with partners (e.g., state, and local chambers)
 - Delaware Prosperity Partnership (DPP) provides insights on upcoming demand/ needs, help link with partners and/or companies over time
 - DWDB provides outreach to firms & explain how they can help
 - What options can we use to engage/collect info? Polling, surveys, visits, et
 - Align existing programs with business partners
 - Develop methods to engage more businesses
 - Increase business link to workforce system
3. Set, measure, and track goals.
 - Track and verify data by vertical
 - Program provider matches
 - Extent of network with partners
 - Establish scorecards

LABOR MARKET INFORMATION:

Delaware's program year 2021 started with unemployment at 5.6 (July 2021), labor participation at 489,100. US unemployment at 5.4%. Dover was the highest at 9.2% with Wilmington close behind at 7.8%. And overall, Kent County has the highest unemployment at 6.8%, followed by New Castle County at 5.6% and Sussex at 4.3%.

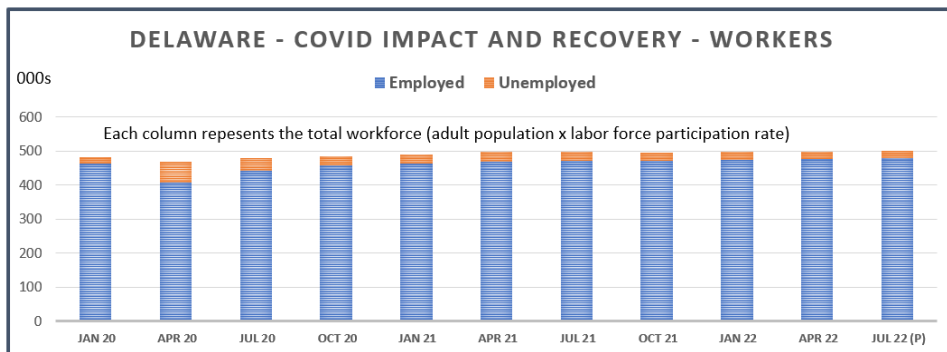
May 2022, Delaware unemployment 4.5% (national 3.6%), labor force 500,100 - labor force participation rate 61.2%. Dover continues to have the highest unemployment at 6.8%, followed by Wilmington at 6.3%. Again, the rankings of the counties remain the same, Kent County with the highest at 5.0%, NCC 4.2% and Sussex at 3.8%.

June 2022 jobs in Delaware grew by a net 14,4000 or 3.2% over June 2021. Leisure & Hospitality had the highest growth over the year adding 7,100. Professional and Business Services increased by 2,400 jobs. Manufacturing as well as Skilled Trades, Transportation and Utility sectors grew by 2,200 jobs. June 2022 monthly report can be found here in **Appendix A** or here: [Monthly Labor Review 2022-06.pdf \(delaware.gov\)](#)

Delaware Employment during COVID and Recovery

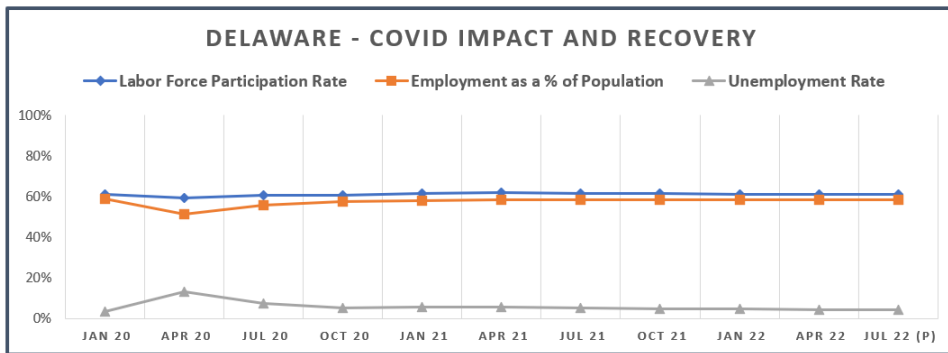
Any review of recent employment trends in our state must recognize the impact of the COVID-related economic shutdown that started in early 2020 and the uneven recovery since then. Once available data is reviewed, and we present key findings. Please note the underlying data is from various sources, including the U.S. Department of Labor's Bureau of Labor Statistics (*Current Population Survey* and *Establishment Survey*) and the U.S. Chamber of Commerce (August 2022 *America Works* Data File). Where available and relevant, seasonally-adjusted data is used (July 2022 measures are preliminary).

The impact of the slowdown and recovery on Delaware workers is seen in the chart below:



Key Findings: Delaware's employment fell by over 55 thousand jobs from January 2020 to April 2020 – a decrease in excess of 10% - and did not recover fully until early 2021. Unemployment grew by almost 48 thousand during roughly the same time period (the increase in unemployment is less than the decrease in jobs due to a fall in the labor force participation rate, described below). The recovery has not fully resolved the unemployment issue in the state as the number of Delaware unemployed in July 2022 exceeds 22 thousand, which is 4,500 (or almost 26%) more than January 2020.

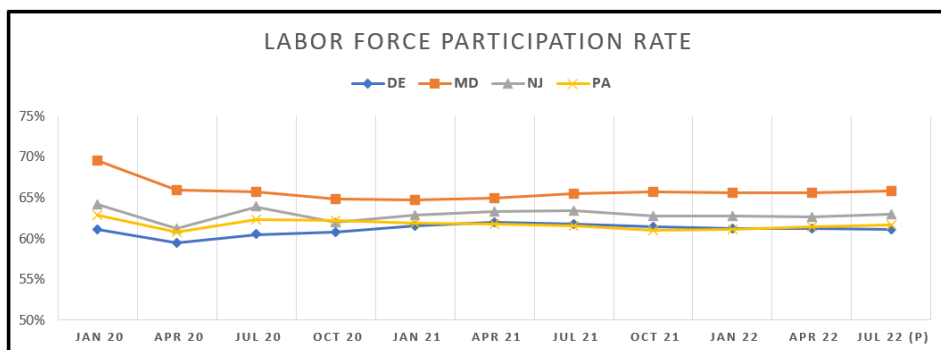
Building on the above, we see various employment trends in the chart below:



The labor force participation rate is the labor force (those employed plus those unemployed who are seeking work), divided by the civilian population over the age of sixteen.

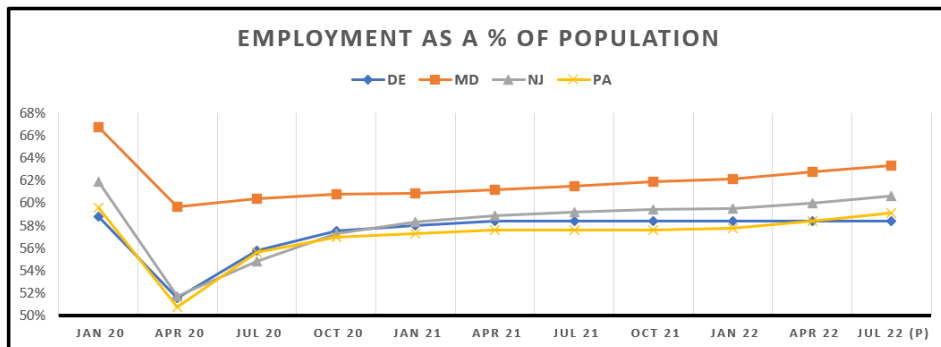
Key Findings: Delaware's labor force participation rate remained fairly stable throughout the period, falling less than two percentage points at its lowest (April 2020) but quickly recovering most of that thereafter. We see the expected decrease in employment as a percent of the population, falling over three percentage points at its lowest (also April 2020), and the related increase in the unemployment rate (more than tripling from 3.7% to 13.3% from January to May 2020). While the above chart shows the rapid unfavorable changes and the quick rebound in all three measures, it must be noted the state's unemployment rate remains higher than it was pre-shutdown (3.7% in January 2020 and 4.4% in July 2022). For comparison, the national unemployment rate of 3.5% in January 2020 more than quadrupled to 14.7% at its peak (May 2020) and was 3.7% in July 2022.

Perhaps more relevant about Delaware's competitiveness, we can compare our state's results to the nearby states of Maryland, New Jersey, and Pennsylvania. The trends in the labor force participation rates of all four states are seen in the chart below:



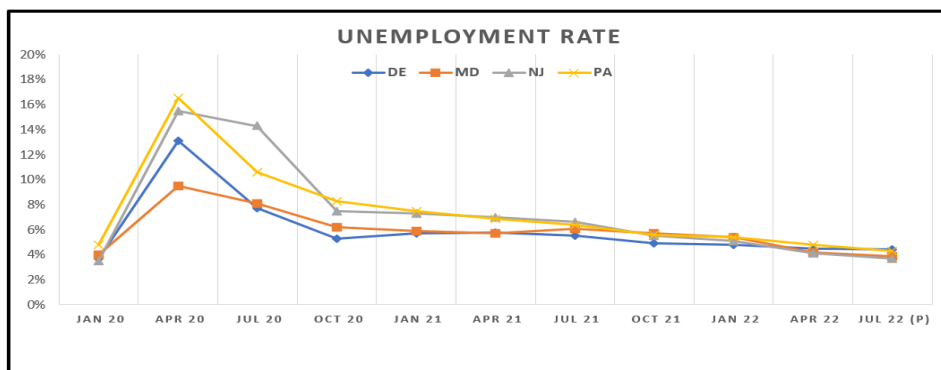
Key Findings: Delaware's labor force participation rate trails the rates of the other three states, but the gap has been reduced over the period of the COVID shutdown and recovery. While all states suffered COVID-related declines, Delaware is the only state with a rate in July 2022 equal to its January 2020 rate. Maryland declined nearly four percentage points, while New Jersey and Pennsylvania each fell just over one point.

We see the Delaware's Employment Rate compared to the three states in chart below:



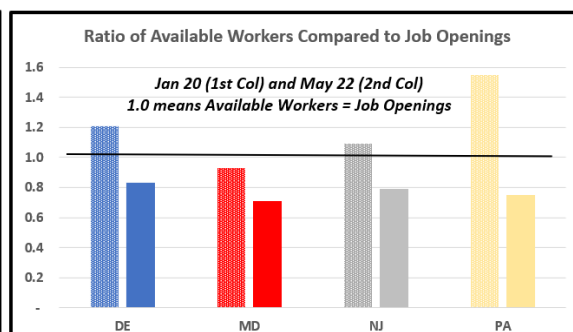
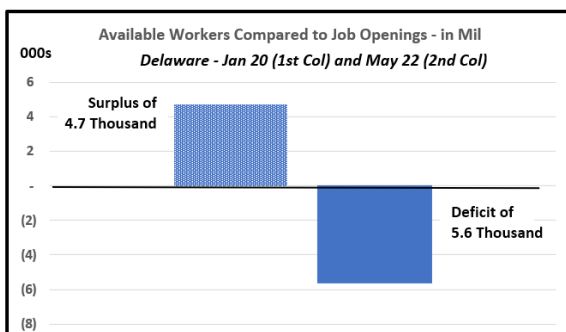
Key Findings: Delaware's Employment Rate was the lowest of the four states in January 2020, albeit just below Pennsylvania. While the four states maintained the same rankings by July 2022, Delaware decreased the gap, with its rate falling less than a half of a percentage point, while Maryland declined more than three points, New Jersey more than a point, and Pennsylvania just less than a point.

The Unemployment Rate comparison is seen in the chart below:



Key Findings: Still thinking what to note here that does not duplicate points made above (sorry).

Given the Board's focus, we shift now to comparisons between Available Workers and Job Openings. The shifting situation in Delaware is seen in the tables below:



Job Openings are as of the last day of the referenced month; Available Workers (unemployed plus marginally-attached workers) are as of the first week of the following month.

Key Findings: We see a significant swing over the period from a *surplus* of available workers in January 2020 (4.7 thousand, or 1% of employment) to a *deficit* in June 2022 (5.6 thousand, or 1.2% of employment). We can also look at the available worker ratio (available workers, divided by job openings), where 1.0 is an equilibrium, ratios above 1.0 represent a surplus, and ratios below 1.0 represent a deficit. All four states show significant declines in the available worker ratio, with Delaware falling by almost a third (1.21 to 0.83), Maryland and New Jersey falling by around a quarter (0.93 to 0.71 and 1.09 to 0.79, respectively), and Pennsylvania showing the largest decline in the ratio by falling by more than half (1.55 to 0.75). For additional perspective, please note that nationally, the ratio fell by around 40% (1.1 to 0.66). Reviewing the results of all fifty states and the District of Columbia, we see Delaware's decline was smaller than the average; the state was tied for the thirteenth highest ratio as of January 2020 and climbed to a tie for the fourth highest by January 2022. Twenty-six states had a surplus as of January 2020 but *not a single state* had a surplus as of June 2022.

Delaware Economic Overview in Appendix B

PROGRAM PROGRESS AND RESULTS:

Federal Funds: Non-Appropriated Special Funds

WIOA Wagner Peyser:

Background: Through Title III, Wagner-Peyser Employment Services focuses on providing basic services including skill assessment, labor market information, reports on training programs, job search and placement assistance and individualized career services, including career and vocational counseling. These services are offered and are available to anyone who is legally entitled to work in the United States regardless of age or employment status and provided through our American Job Center One-Stops.

Delaware's One-Stop system brings together workforce development, educational, and other human resource services in a seamless customer-focused delivery network that enhances access to programs and improves long-term employment outcomes for individuals receiving assistance. One-stop partners administer separately funded programs as a set of integrated streamlined services to customers.

The Vision: To work in alignment with all partners to provide Delaware's workers with the skills, credentials, and support necessary to secure and advance in employment with family-sustaining wages and to provide local employers with skilled workers the businesses need to succeed in a global economy

Currently provides funding for 26.25 merit and contractual staff members. There is no eligibility requirement for this program. In PY21, 6,383 clients received career services including 490 veterans. Also supports the Migrant Seasonal Farmworker Program that ensures farmworkers have equitable access to career services and works with employers to place job orders locally, conducts outreach to ensure compliance. In PY21, 60 MSFW (US workers) arrived / outreached, 36 multi-opening job orders processed, and 30 housing inspections were conducted.

WIOA Dislocated Worker:

Background: The WIOA Title I Dislocated Worker program serves adults aged 18 or over who have been or will be dislocated from employment due to job loss, a mass layoff, or permanent business closure. The program also serves qualified displaced homemakers, spouses of members of the Armed Forces and previously self-employed individuals.

The goal of the Title I Dislocated Worker program is to assist individuals to reenter the workforce by providing career and training services. Career and training services include, but are not limited to, career counseling and planning, job search and placement assistance, job readiness training, on-the-job training, skill upgrading and retraining, transitional employment, adult education and literacy activities, and secondary and post-secondary education and training programs.

Helps dislocated workers statewide who have been laid off due to closing, employee reduction, and natural pandemic.

Provided ITA/Training for 212 participants and 228 career services in PY21

WIOA Adult:

Background: Provides resources to serve individuals and helps employers meet their workforce needs. It enables workers to obtain good jobs by providing them with job search assistance and training opportunities. The WIOA Title I, Adult program serves individuals who are age 18 and older, entitled to work in the United States, and those who have met selective service requirements if applicable. Priority is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

The goal of the Title I adult program is to provide career and training services to increase employability and remove barriers to employment. Career and training services include, but are not limited to, career counseling and planning, job search and placement assistance, job readiness training, on-the-job training, skill upgrading and retraining, transitional employment, adult education and literacy activities, and secondary and postsecondary education and training programs.

Provided ITA/Training for 651 participants and 736 career services in PY21

WIOA In & Out of School Youth:

Background: Provides resources to deliver a comprehensive array of youth services that focus on assisting out-of-school youth, ages 16-24 at enrollment, who have barriers to employment, and in-school youth, ages 14-21 who are in school but have barriers to completion, with one or more barriers to employment prepare for post-secondary education and employment opportunities, attain educational and/or skills training credentials, and secure employment with career/promotional opportunities.

The WIOA Title I Youth program connects eligible youth to a continuum of services and activities aimed at teaching youth to navigate the appropriate educational and workforce systems based on an established pathway.

Services are based on the unique needs of each individual participant, and includes but is not limited to:

- Creating awareness of career opportunities
- Connecting youth's skills, interests, and abilities to career opportunities
- Assistance in addressing and overcoming barriers to education and training
- A connection to education, training, and work-based learning opportunities
- Support in attaining career goals

To be eligible for WIOA Title I Youth program services, an individual must be:

- Between the ages of 16-24, not attending any school and experiencing a barrier to education or employment; or
- Between the ages of 14-21, attending school, low-income and experiencing a barrier to education or employment.

The goal of the Title I Youth program is to improve education and training outcomes for young adults for them to obtain and maintain meaningful self-sufficient employment.

Served 259 youth and provided 286 career services in PY21.

Youth Success Stories in Appendix C

WIOA & WAGNER-PEYSER PY21 EXPENSES										
WIOA ADULT					# Participants Served	Cost per Participant Served	% Admin Expended			
	TOTAL EXPENDED	ADMIN	ITA/TRAINING	Career Svcs	ITA/Training	Career Svcs	ITA/Training	Career Svcs		
6/30/2022	10,338,588.41	1,202,024.54	5,709,455.59							
6/30/2021	7,487,650.47	1,018,181.89	3,980,810.13							
PY21 ONLY	2,850,937.94	183,842.65	1,728,645.46	938,449.83	651	736	2655.37	1275.07		6.45%
WIOA DISLOCATED WORKER										
	TOTAL EXPENDED	ADMIN	ITA/TRAINING							
6/30/2022	11,876,188.23	1,429,909.42	4,182,474.94							
6/30/2021	9,718,708.97	1,254,117.54	3,498,182.15							
PY21 ONLY	2,157,479.26	175,791.88	684,292.79	1,297,394.59	212	228	3,227.80	5,690.33		8.15%
WIOA YOUTH										
	TOTAL EXPENDED	ADMIN	YOUTH TRAINING							
6/30/2022	11,559,002.05	1,172,058.48	7,930,041.61							
6/30/2021	9,569,634.79	977,076.43	6,375,914.09							
PY21 ONLY	1,989,367.26	194,982.05	1,554,127.52	240,257.69	259	286	6,000.49	840.06		9.80%
WAGNER-PEYSER										
	TOTAL EXPENDED	ADMIN	NO TRAINING							
6/30/2022	10,301,682.38	711,049.52								
6/30/2021	8,872,577.26	562,193.21								
PY21 ONLY	1,429,105.12	148,856.31		1,280,248.81	0	6,383	0	200.57		10.42%
Performance Indicator	Program	Negotiated Performance Level	Actual Perform Q1	Actual Perform Q2	Actual Perform Q3	Actual Perform Q4	Perform Results Q1	Perform Results Q2	Perform Results Q3	Perform Results Q4
Employment Rate 2nd Quarter after Exit	Adult	75.5%	76.1%	76.9%	75.0%	74.4%	100.8%	101.9%	99.3%	98.5%
	DW	77.4%	68.1%	69.0%	66.3%	64.7%	88.0%	89.1%	85.7%	83.6%
	Youth	69.0%	63.6%	69.6%	70.7%	63.8%	92.2%	100.9%	102.5%	92.5%
	W/P	61.0%	59.6%	59.2%	58.9%	58.7%	97.7%	97.0%	96.6%	96.2%
Employment Rate 4th Quarter after Exit	Adult	74.7%	69.0%	69.3%	69.7%	72.0%	92.4%	92.8%	93.3%	96.4%
	DW	77.5%	74.7%	72.7%	68.5%	71.4%	96.4%	93.8%	88.4%	92.1%
	Youth	61.0%	70.9%	71.3%	73.7%	75.7%	116.2%	116.9%	120.8%	124.1%
	W/P	62.0%	58.3%	58.4%	57.2%	56.1%	94.0%	94.2%	92.3%	90.5%
Median Earnings 2nd Quarter after Exit	Adult	\$5,500	\$7,184	\$6,693	\$6,639	\$7,256	130.6%	121.7%	120.7%	131.9%
	DW	\$6,300	\$9,853	\$8,402	\$9,503	\$9,679	156.4%	133.4%	150.8%	153.6%
	Youth	\$2,236	\$2,320	\$2,386	\$2,411	\$2,411	103.8%	106.7%	107.8%	107.8%
	W/P	\$4,900	\$5,655	\$5,783	\$6,340	\$6,717	115.4%	118.0%	129.4%	137.1%
Credential Attainment	Adult	56.0%	61.5%	59.9%	58.9%	56.8%	109.8%	107.0%	105.2%	101.4%
	DW	50.0%	72.0%	69.4%	66.9%	61.8%	144.0%	138.8%	133.8%	123.6%
	Youth	77.0%	80.6%	74.8%	71.3%	77.4%	104.7%	97.1%	92.6%	100.5%
	W/P	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Measurable Skill Gains	Adult	22.0%	20.1%	22.5%	28.3%	31.5%	91.4%	102.3%	128.6%	143.2%
	DW	23.0%	25.5%	35.1%	39.9%	45.6%	110.9%	152.6%	173.5%	198.3%
	Youth	52.5%	69.3%	66.2%	54.2%	65.8%	132.0%	126.1%	103.2%	125.3%
	W/P	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

State Funds:

Blue Collar

Provides funds to state agencies and public sector organizations to train economically disadvantaged individuals and others with barriers to employment.

Served 723 youth and adults in PY21.

Elevate Delaware

Elevate Delaware provides payments for tuition and auxiliary expenses, up to \$10,000, for individuals to attend an approved non-credit certificate program. Individuals are eligible for Elevate Delaware if they are employed by an employer with under 51 employees and are subject to Delaware income tax.

Stats by industry as of 6/30/2022 –

Industry	Enrollment
Healthcare	9
Office Administrative Services/Business	8
Education/Teacher	2
Finance and Insurance	1
Other/Miscellaneous	6
Grand Total	26

Summer Youth

The Delaware State Summer Youth Program provides summer employment experiences for youth ages 14 – 21. All projects employing youth are designed for a ten-week period between June and August. All employment experiences provide youth a meaningful work experience while gaining exposure to the working world and its requirements.

In 2022, 396 youth participated in the Summer Youth so far (year round cohort not complete). Almost 160 unique worksites were utilized statewide.

Learning for Careers (LFC)

Learning for Careers works to engage Delaware's business community in a planning process that results in the creation or expansion of paid work experiences for youth and adult learners in Delaware. The purpose of the investments that result from this RFP is to increase employer participation in student education, training, and employment programs.

LFC is a two-step grant:

- Planning Phase (Phase I) supports employers through employer association, employer chambers, employer groups, or state agency acting on behalf of a group of employers in Delaware to engage their business membership/community in identifying how they can partner with education and training providers to create and/or expand their use of paid work experience for youth and adult learners. Multi-employer solutions are required.
- Implementation Phase (Phase II). The plan developed in Phase I will then be used to request additional funds for the Implementation Phase (Phase II). The intent of Phase II funds is to provide funding to eligible recipients to empower their employer members to support student participation in paid work experiences that align with:

1. Summer youth employment programs or other DOL funded programs included in the definition of Employment and Training Providers other DOL funded programs, or
2. Secondary school work-based learning and/or co-operative education programs, or
3. Postsecondary work-based learning and/or clinical/experiential learning programs.

In PY21, the funding available for Phase I awards was \$120,000 and Phase II awards was \$380,000. This program engaged over 130 students in work-based learning in PY21.

Today's Reinvestment Around Industry Needs (TRAIN)

TRAIN allows opportunity for providers to develop strategic workforce training plans to support employers in identifying workforce training need(s) and create a solution. The intent is to provide targeted education and training to individuals, with a focus on serving unemployed and/or underemployed, to ensure Delaware employers have the talent they need to compete and grow. This program is a two-step grant. Phase I, proposer create Strategic Workforce Training Plans that meet employers' workforce needs and advance the skills of Delaware workers. Phase II is the implementation of selected Strategic Workforce Training Plans developed as part of the Phase I.

The total amount of state funds allocated is \$630,000 per year. In PY21, TRAIN engaged 21 employers and trained over 110 individuals in Phase II.

Temporary Assistance for Needy Families (TANF)

Delaware's TANF Team is administered through a joint effort between the Department of Health and Social Services, Division of Social Services, the Department of Labor, Division of Employment and Training.

The goal of Delaware's TANF program is to provide a welfare system based on a philosophy of mutual responsibility. In working toward that goal, the State will strive to place individuals in private or public sector unsubsidized employment that enables them to enter and maintain family sustaining employment. To that end, the TANF program provides individualized supports and programming to assist families to become employed and expects families to accept responsibility to become self-supporting.

Enrolled 290 clients, 312 job placements and provided services to over 1000 clients in PY21.

APEX

The APEX program provides opportunities to individuals with criminal histories who wish to obtain gainful employment. The program aims to accomplish this by helping clients through the pardons and expungement process, providing employer education, and advancing legislative reform.

Focus on Alternative Skills Training Program (FAST)

Introduced on May 25, 2021, Senate Substitute 1 for Senate Bill 65 of the 151st General Assembly, FAST provides tuition assistance, to Delaware residents who have obtained a high school diploma, Diploma of Alternate Achievement Standards, or a Delaware secondary credential, which includes earning a GED, and have enrolled in an approved non-degree credit certificate program. The Workforce Development Board created a list of non-degree credit certificate programs approved for the FAST program. Program implemented in September 2022.

Additional Non-Appropriated Special Funds

Reemployment Services Eligibility and Assessment program (RESEA)

RESEA is an initiative designed to provide intensive career center services to unemployment insurance claimants receiving UI benefits and to help claimants return to work faster.

Jobs for Veterans State Grant (JVSG)

Through funding from USDOL, employment and training services are provided to eligible residents and workers of Delaware. Under JVSG, qualified veteran will receive priority referral to services over non-veterans as determined by each program's mandatory eligibility criteria. The DJL registration process has been developed to determine veterans' eligibility.

In PY21, 2,700 employers were outreached to connect case managed veterans with employment opportunities statewide.

Work Opportunity Tax Credit (WOTC)

WOTC is a federal income tax credit that encourages employers to hire eight targeted groups of job seekers. The tax incentive is designed to help the job seekers most in need of employment gain on-the-job experience and move toward economic self-sufficiency.

During the period of October 1, 2021, to September 30, 2022, 38,397 applications were processed and 15,570 certifications.

Foreign Labor Certification (FLC)

To determine the availability of U.S. workers and the potential adverse effect on wages and working conditions that the admission of foreign workers might have on similarly employed U.S. workers before employers can obtain a labor certification. The FLC office advises employers, applicants, and foreign workers as appropriate regarding requirements for labor certification programs and advertise job openings consistent with non-Foreign Labor Certification advertisements to reach and interest the maximum number of U.S. workers.

During the period October 1, 2021, to September 30, 2022, 932 H2-A Workers (non-US) arrived /outreached.

Fidelity Bonding Grant

The grant provides fidelity bonding insurance coverage to ex-offenders and other high-risk job applicants who may be denied coverage due to issues that may include but not be limited to work experience, poor credit history or a criminal background. At no cost to the employer or employee the bonds are issued by a national insurance firm ranging in the amounts of \$5,000 to \$24,000 per person for a period of up to one year.

During the period October 1, 2021, to September 30, 2022, 100 bonds were issued to employers.

Trade Act Assistance

Provides adversely affected workers who were laid off due to a mass layoff or plant closure with opportunities to obtain the skills, credentials, resources, and support necessary to (re)build skills for future jobs.

In PY21, 5 clients continued to receive funding.

COVID National DWG

Assist dislocated, unemployed, and underemployed workers with employment and training services. Including training opportunities through ITAs and OJTs. During the period of performance July 1, 2020, and September 30, 2022, the enrollment goal of 268 was achieved including 21 On the Job Training (OJT) contracts. A request to extend the period of performance 1 year has been submitted proposing an additional 127 enrollments.

Registered Apprenticeships

Apprenticeships combine a full-time job with training—and prepare workers to enter in-demand careers.

Apprenticeships provide affordable pathways to high-paying jobs and careers without the typical student debt associated with college. Career seekers can find apprenticeships in industries such as information technology, finance and business, healthcare, hospitality, transportation, and manufacturing.

H-1B One Workforce Grant

H-1B One Workforce Grant provides training and related activities to assist workers in gaining the skills and competencies needed to obtain or upgrade employment in high-growth industries or economic sectors. The goal is to prepare Delawareans for high skill jobs, reducing the dependence on foreign labor.

During the period of performance from February 1, 2021, to January 31, 2025, the enrollment goal is 708 and there are 253 as of September 26, 2022.

Additional Programs

Forward Delaware

Under Executive Order #43 signed by Governor Carney on August 3, 2020, the DOL, DET and DWDB created the Rapid Workforce Training and Redeployment Initiative. This short-term training, titled Forward Delaware, is designed to assist workers and their families who have been impacted by the COVID-19 crisis. This initiative is initially funded through the CARES Act and currently with ARPA funding and includes target areas such as of; Healthcare, IT, Construction/Trades, Hospitality/Food Service and Logistics/Transportation. The amount currently allocated totals \$16 mil in CARES funding and \$3 mil in ARPA funding to support this initiative. This consists of 26 contracts with training providers dedicated to training in the above target areas.

Data from Delaware Job Link (DJI) as of 06/06/22: There are **4587** clients enrolled in Delaware JobLink for Forward Delaware.

***The following chart reflects CARES ACT enrollments up to November 1, 2021

CARES Act /ARPA Extension/Forward Delaware - CLIENT UPDATE

Data pulled from DJL - 06.06.2022			
Industry	ENROLLMENT		
	Target Enrollment	Achieved Enrollment	Achieved %
Construction/Trades	428	444	104%
Healthcare	1089	1102	101%
Hospitality	2040	1939	95%
Information Technology	315	342	109%
Logistics/Transportation	677	533	79%
Workforce Prep	38	47	124%
Grand Total	4587	4407	96%

***The following chart reflects ARPA Funds used for the extension of Forward DE November 2, 2021.

ARPA / Forward Delaware - CLIENT UPDATE

Data pulled from DJL - 06.06.2022

Industry	ENROLLMENT		
	Target Enrollment	Achieved Enrollment	Achieved %
Construction/Trades	70	37	53%
Healthcare	143	121	85%
Logistics/Transportation	155	127	82%
Grand Total	368	285	77%

CJC Subgrantee

This two year grant from the DE Criminal Justice Council to have a dedicated Re-entry Business Services Manager, who will oversee the implementation of directed employer development and outreach to hire justice involved persons. The target population for this program are high and moderate risk offenders 18 years and older. This subgrant also supports an APEX staff member, marketing, and outreach efforts.

During the period October 1, 2021, to September 30, 2022, approximately 1,000 employers were outreached.

Business Unit

Realigns the Office of Apprenticeship and Training (OAT) and the Business Services Representatives. There are 448 active Apprenticeship and Training Employer Sponsor programs, and a total of 1,767 apprentices. In PY21 there were 770 newly registered apprentices, and 216 that graduated to obtain Journeyperson status. DET supported 225 Apprentices with their ITA training at the 3 Vo-Tech schools statewide through the award of a competitive Apprenticeship State Expansion (ASE) grant and currently promoting expansion of traditional and non-traditional trades with funding from a second competitive State Apprenticeship Expansion (SAE) grant through marketing and outreach efforts. There were approximately 33 total job fairs, which included an estimated 3,262 job seekers and over 1,345 employers.

Management Information System (MIS) Unit

During PY21, DET has worked with both AJLA and internal staff to develop Tableau reports and dashboards, as well as processes that benefit services for the clients. There are new graphs currently available showing job orders by location with an interactive map. There is also a Fiscal report that shows how much was paid to each training provider and program. These enhancements allow targeted outreach for specified clients with contact information for outreach efforts. Regular training meetings have been conducted with administrators and program managers to show the enhancements, including federal reporting requirements.

Data Validation

Data validation is performed on a quarterly basis between MIS and Contracts Unit. Required annually, but best practice, we perform quarterly. As part of our annual report certification, we confirm that data validation was completed throughout the year.

Customer Satisfaction Surveys

Customer satisfaction surveys are completed through Survey Monkey. Managers and Supervisors review the feedback and make appropriate changes such as length of workshops, topics, and content.

Equal Opportunity Accomplishments

The main function of the Equal Opportunity (EO) officers is to ensure that all WIOA Title I programs, activities, and services that it administers comply with WIOA Section 188 and Nondiscrimination and Equal Opportunity Regulations at 29 CFR Part 38. A primary goal of the EO officers is to facilitate the integration of equal opportunity and nondiscrimination principles into the administration, management, and delivery of programs and services throughout Delaware's Workforce System. The EO officers are updating and revising the EO/nondiscrimination plan according to Section 188 of WIOA. In addition to monitoring recipients for compliance with WIOA Section 188 and nondiscrimination provisions, policies, and procedures, the EO officers monitor participation rates among recipients of WIOA Title I programs and provides equal opportunity technical assistance to program providers.

AMERICAN RESCUE PLAN ACT (ARPA):

In October of 2021 Governor Carney announced a \$50 million investment in workforce for the state of Delaware. ARPA investments focus on training Delawareans and support Delaware businesses who were most affected by COVID-19. DWDB and Delaware Department of Labor has worked with the governor's office to review proposals and track to eliminate duplication.

DWDB has received a grant to enhance engagement between training providers and businesses called **Business Liaisons**.

Background: Establishing connection with Delaware's employers will better align workers to in demand jobs, provide employers with information on resources, and connect training providers with hiring managers. Having employers, the "end-user" of the talent supply chain at the design table for our workforce development programs is vital in identifying critical positions and the skills needed for them. Business engagement or industry led collaboratives enable employers to signal their needs to educators, DWDB, economic developers, and others. Employers need to be the primary source of data for workforce needs.

Project Goal: Develop a structured employer engagement process that creates responsive, demand-driven training programs connected to Delaware's key industries, to connect individuals to training programs and companies hiring. In addition, the Business Liaisons will introduce businesses to programs and services offered here in Delaware including Delaware's labor exchange (DJL), Elevate Delaware, WOTC, Bonding, OJT dollars, and more.

Delaware Department of Labor, Division of Employment and Training is approved for the following ARPA projects:

1. On the Job Training (OJT)
2. Focus on Alternative Skills Training
3. Tableau Enhancements
4. Forward Delaware, Occupational Skills Training
5. GED/High School Diploma Program/UI Claimants
6. Pre-Apprenticeship Training

Summary of each DET ARPA funded project can be found in **Appendix D**

RESEARCH PROJECT:

In late 2021, DWDB received a statewide planning grant through the U.S. Economic Development Administration. Under the leadership of Delaware Workforce Development Board (DWDB), Delaware's Employment Equity Project will analyze the needs of Delawareans and employers within the state. DWDB will focus on persistent poverty communities and design effective strategies that increase access to equitable employment opportunities and to decrease disparities uncovered between those communities and more prosperous areas. This is a part of DWDB's broader mission to make data-informed decisions about the Delaware workforce.

Working with partners, DWDB will conduct several a statewide assessments/workstreams and analysis to identify workforce development and training needs based on employer demand.

The six workstreams include:

1. Business Decision Maker Survey: A comprehensive survey of Delaware business decision makers to understand the employment marketplace and the current needs of businesses.
2. Equity-Centered Workforce Development Study: Assessment of the current state of workforce development in Delaware through a comprehensive and equity-focused lens.
3. Policy Review and Analysis: An analysis of current workforce policies to ensure there are no inconsistencies, conflicts, duplication, or ambiguity that promote inequity or increase barriers for individuals and programs with a focus on Promise Communities.
4. Gap Analysis of Entrepreneurial Resources: Assess the landscape of innovation and entrepreneurial assets and identify gaps in access to capital and other resources.
5. Gap Analysis of Wraparound Services: Assess the landscape of wraparound services to identify opportunities to address employment barriers and connect employers and training programs with wraparound services providers.
6. Labor Force Skill and Assessment: Assess the skillsets and employment interests of individuals within Delaware Promise Communities.

Research Progress Report Appendix E

Workstream 1: Complete

DWDB contracted with [Zogby Analytics](#) to conduct the Business Survey, which was later dubbed the "Business Decision Maker Survey." Zogby completed the survey and published its final report in August 2022.

DWDB worked with Tech Impact's [Data Innovation Lab \(DIL\)](#) to further analyze the data from the Business Decision Maker Survey, identify and define the principal questions of interest, and develop data-driven recommendations. The 8-week data analysis project with DIL began in late July 2022. Since the project launch, DIL has met on a weekly basis to discuss progress and develop easy-to-understand summary materials (e.g., charts and graphs) to present to Board members, media, and the public. DIL's Final Report were made available mid-October. Below are some key findings from the project analysis which included inputs from 251 businesses:

- Majority of the surveyed businesses have 100 or less staff;
- Businesses expect to grow over the next three years;
- Manufacturing, Educational Services, and Finance & Insurance are expected to have the most open positions in the next five years due to retirement;
- Lack of experience, self-motivation and initiative are most common barriers preventing decision-makers from hiring job candidates or them taking the jobs;
- 4 out of 5 businesses report that they offer jobs without a college degree and half of those businesses accept individuals coming out of the criminal justice system;

- The top skills lacking among job applicants were software proficiency in Excel, data analysis, self-motivation, and communication skills;
- Approximately one quarter of surveyed decision-makers currently use Delaware JobLink.

Organizational Background: Tech Impact’s Data Innovation Lab applies innovations in data science to public & social problems to grow community impact. They are a data lab made up of diverse thinkers and innovators. Their world-class research helps partners across various industries and stakeholder levels to identify, implement, and scale solutions to complex challenges – from public health and safety to housing, finance, and education. Armed with open-source and in-house research, they convene policymakers, entrepreneurs, corporate innovators and community advocates for data-driven conversations and focused solutions. And they follow through by coaching partners as they execute on the ‘data as a service’ solutions.

Workstream One Report Appendix F

APPENDIXES

Appendix A: Monthly Labor Review



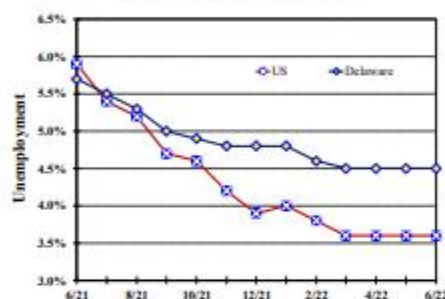
Monthly Labor Review

June 2022

Published July 22, 2022

Unemployment Rate

Delaware and US
June 2021 - June 2022



Monthly Commentary

In June 2022, state jobs grew by a net 14,400 or 3.2% over June 2021. The sectors leading June's growth include Leisure & Hospitality, which added 7,100 jobs over-the-year, Professional and Business Services, which increased by 2,400 jobs, and Manufacturing as well as the Trade, Transportation and Utility sectors, which both increased employment by 2,200 over-the-year. Delaware's total private sector average hourly wages were \$29.23 in June, an increase of 2.5% from a year ago amidst a Philadelphia-Camden-Wilmington regional CPI year-over-year increase of 8.8%.

Delaware Civilian Labor Force

Delaware Residents

	June 2022	May 2022	June 2021
Civilian Labor Force	500,500	500,100	498,400
Employed	477,800	477,500	470,200
Unemployed	22,700	22,600	28,200
Unemployment Rate %	4.5	4.5	5.7
US Unemployment Rate %	3.6	3.6	5.9

Source: Delaware Dept. of Labor in cooperation with the US Dept. of Labor, Bureau of Labor Statistics.

Area Unemployment Rates (%)

	June 2022	May 2022	June 2021
New Castle County	4.9	4.2	6.0
Wilmington	7.2	6.3	9.8
Newark	4.0	4.0	3.8
Kent County	6.0	5.0	8.2
Dover	8.0	6.8	11.5
Sussex County	4.0	3.8	4.8

Note: Area rates are not seasonally adjusted.

Source: Delaware Dept. of Labor in cooperation with the US Dept. of Labor, Bureau of Labor Statistics.

Hours & Earnings

All Employee (Total Private)

	June 2022	May 2022	June 2021
Weekly Earnings	\$958.74	\$978.11	\$927.23
Weekly Hours	32.8	33.1	32.5
Hourly Earnings	\$29.23	\$29.55	\$28.53

Source: Delaware Dept. of Labor in cooperation with the US Dept. of Labor, Bureau of Labor Statistics.

Office of Occupational and Labor Market Information

For data questions, contact Tom Dougherty (302) 761-8062

Delaware Labor Force Trends

Delaware's seasonally adjusted unemployment rate in June 2022 was 4.5%, unchanged from May 2022. There were 22,700 unemployed Delawareans in June 2022 compared to 28,200 in June 2021. The US unemployment rate was 3.6% in June 2022, unchanged from May 2022. In June 2021, the US unemployment rate was 5.9%, while Delaware's rate was 5.7%.

In June 2022, seasonally adjusted nonfarm employment was 461,400, up from 458,800 in May 2022. Since June 2021, Delaware's total nonfarm jobs have increased by a net gain of 14,400, a rise of 3.2%. Nationally, jobs during that period increased 4.2%.

Delaware Nonfarm Employment

Jobs at Delaware Locations
Seasonally Adjusted (in 000s)

INDUSTRY GROUP	June 2022	May 2022	Over the Month Change	Over the Year Change†
TOTAL NONAG. EMP.	461.4	458.8	2.6	14.4
CONSTRUCTION	23.6	23.9	-0.3	0.9
MANUFACTURING	26.5	26.4	0.1	2.2
Durable Goods	9.7	9.8	-0.1	0.9
Nondurable Goods	16.8	16.6	0.2	1.3
TRADE, TRANSP., & UTIL.	83.1	83.0	0.1	2.2
Wholesale Trade	11.5	11.4	0.1	0.4
Retail Trade	50.6	50.8	-0.2	0.8
Transp. & Utilities	21.0	20.8	0.2	1.0
INFORMATION	3.7	3.6	0.1	0.2
FINANCIAL ACTIVITIES	47.3	47.5	-0.2	-0.4
PROF. & BUS. SERVICES	64.5	63.4	1.1	2.4
EDUCATION & HEALTH	77.2	76.6	0.6	-0.7
LEISURE & HOSPITALITY	50.4	49.0	1.4	7.1
OTHER SERVICES	18.0	18.7	-0.7	0.1
GOVERNMENT	67.1	66.7	0.4	0.4
Federal Government	5.9	5.9	0.0	0.0
State Government	32.8	32.5	0.3	-0.2
Local Government	28.4	28.3	0.1	0.6

† Annual changes are not seasonally adjusted.
Details may not add up due to rounding and seasonal adjustment.
Source: US Department of Labor, Bureau of Labor Statistics.

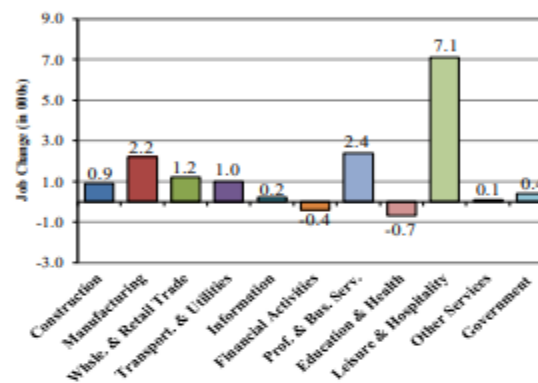
Office of Occupational and Labor Market Information

For data questions, contact Tom Dougherty (302) 781-8062

<https://labor.delaware.gov/divisions/oolmi/>

Delaware Over-the-Year Job Change

June 2021 — June 2022



Consumer Price Index

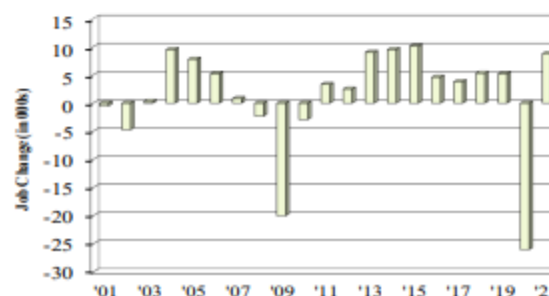
All Urban Consumers

	Percent Change to June 2022 from:		
	June 2021	April 2022	May 2022
US City Average	9.1	2.5	1.4
Phila.-Camden-Wilm.*	8.8	2.3	NA

* Data are published on a bi-monthly basis.

Delaware Annual Net Job Change

Annual Average 2001–2021



Delaware Overview

Lightcast/EMSI



Delaware Overview

Population- 998,085

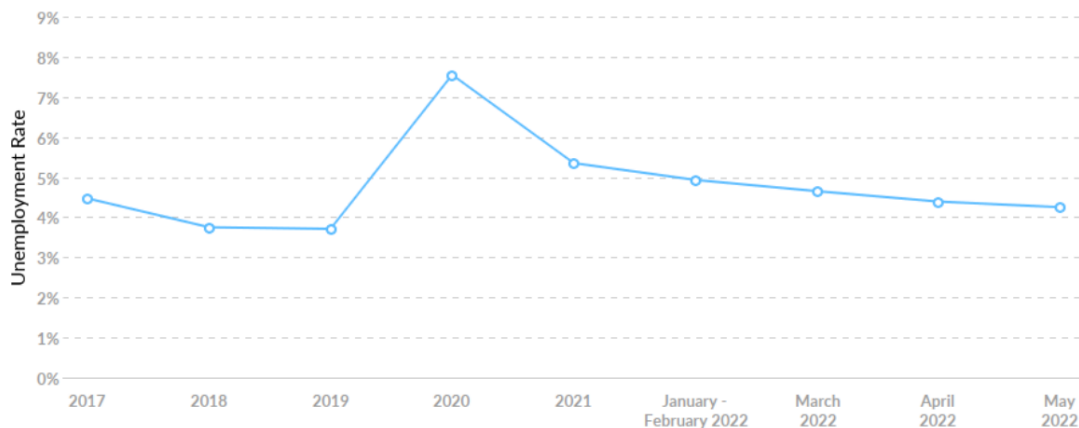


Workforce Participation- 493,467



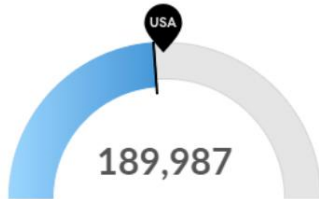
Unemployment Rate Trends

Delaware had a May 2022 unemployment rate of 4.25%, decreasing from 4.47% 5 years before.



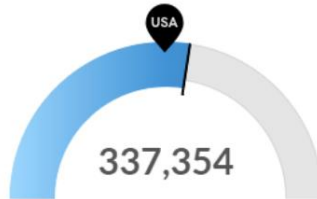
- As of 2021 the region's population increased by 5.1% since 2016, growing by 48,096. Population is expected to increase by 4.5% between 2021 and 2026, adding 44,775.
 - From 2016 to 2021, jobs increased by 1.4% in Delaware from 486,477 to 493,467. This fell short of the national growth rate of 1.8% by 0.4%. As the number of jobs increased, the labor force participation rate increased from 61.9% to 62.3% between 2016 and 2021.
 - Concerning educational attainment, 19.1% of Delaware residents possess a bachelor's degree (1.2% below the national average), and 8.0% hold an associate's degree (0.7% below the national average).
 - The top three industries in 2021 are Restaurants and Other Eating Places, General Medical and Surgical Hospitals, and Education and Hospitals (Local Government).
-

Delaware's Population Characteristics



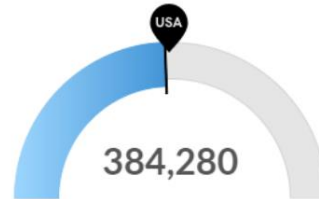
Millennials

Delaware has 189,987 millennials (ages 25-39). The national average for an area this size is 203,355.



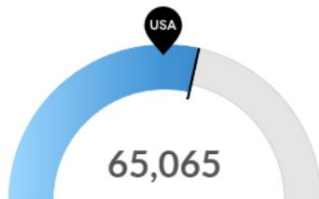
Retiring Soon

Retirement risk is high in Delaware. The national average for an area this size is 293,700 people 55 or older, while there are 337,354 here.



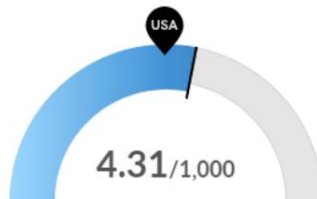
Racial Diversity

Racial diversity is about average in Delaware. The national average for an area this size is 397,470 racially diverse people, while there are 384,280 here.



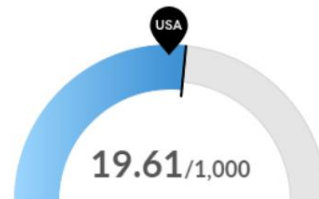
Veterans

Delaware has 65,065 veterans. The national average for an area this size is 53,417.



Violent Crime

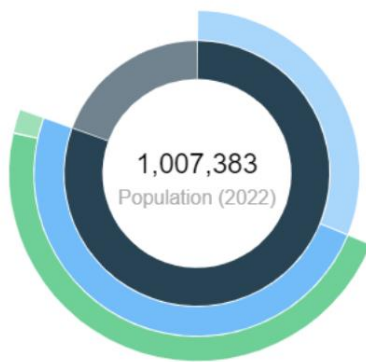
Delaware has 4.31 violent crimes per 1,000 people. The national rate is 3.62 per 1,000 people.



Property Crime

Delaware has 19.61 property crimes per 1,000 people. The national rate is 17.91 per 1,000 people.

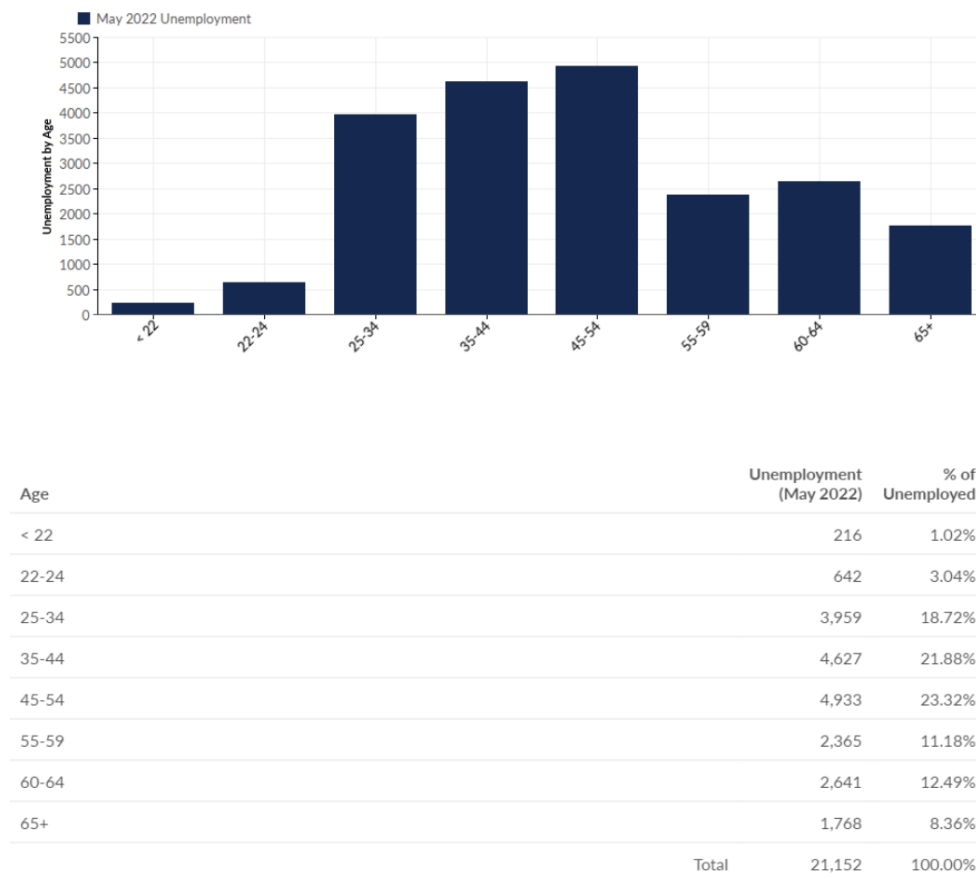
May 2022 Labor Force Breakdown



	Population
16+ Civilian Non-Institutionalized Population	810,854
Not in Labor Force (16+)	313,147
Labor Force	497,707
Employed	476,555
Unemployed	21,152
Under 16, Military, and institutionalized Population	196,529

Unemployment by Age

Unemployment by Age

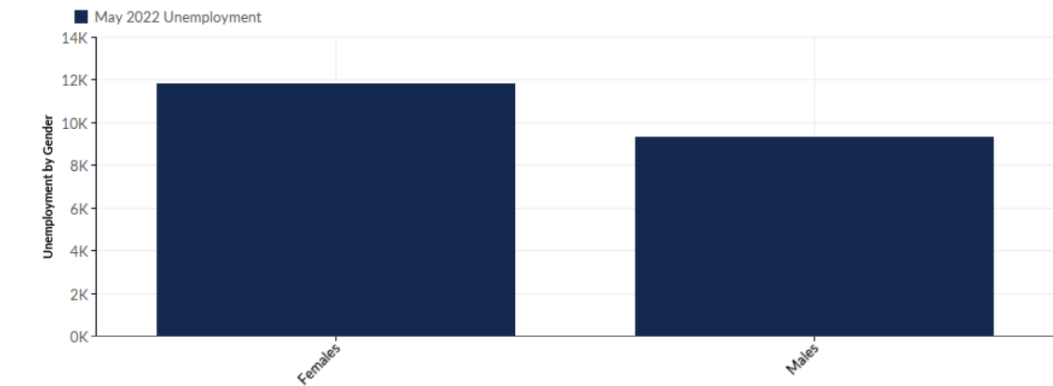


Delaware's program year 2021 started with unemployment at 5.6 (July 2021), labor participation at 489,100. US unemployment at 5.4%. Dover was the highest at 9.2% with Wilmington close behind at 7.8%. And overall, Kent County has the highest unemployment at 6.8%, followed by NCC at 5.6% and Sussex at 4.3%.

May 2022, Delaware unemployment 4.5% (national 3.6%), labor force 500,100- labor force participation rate 61.2%. Dover continues to have the highest unemployment at 6.8%, followed by Wilmington at 6.3%. Counties remain the same, Kent County with the highest at 5.0%, NCC 4.2% and Sussex at 3.8%

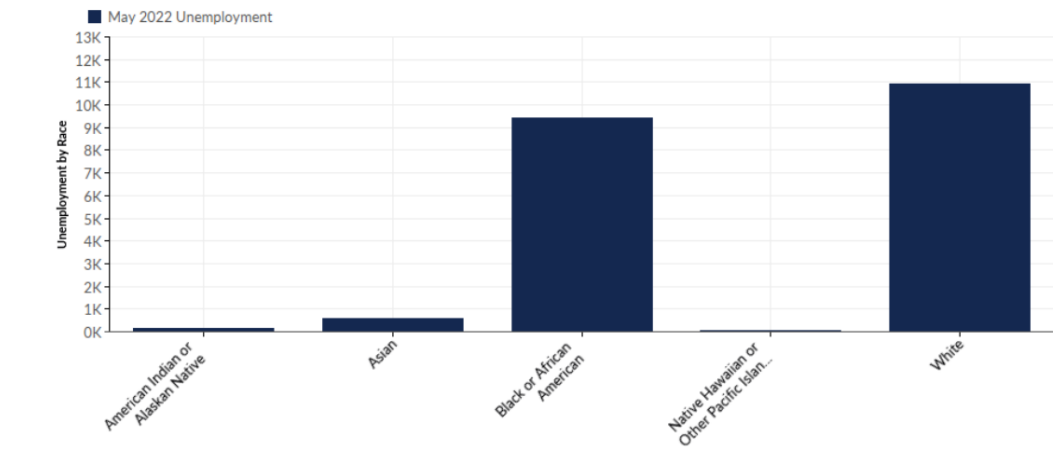
Unemployment by Gender

Delaware



Gender	Unemployment (May 2022)	% of Unemployed
Females	11,834	55.95%
Males	9,318	44.05%
Total	21,152	100.00%

Unemployment by Race

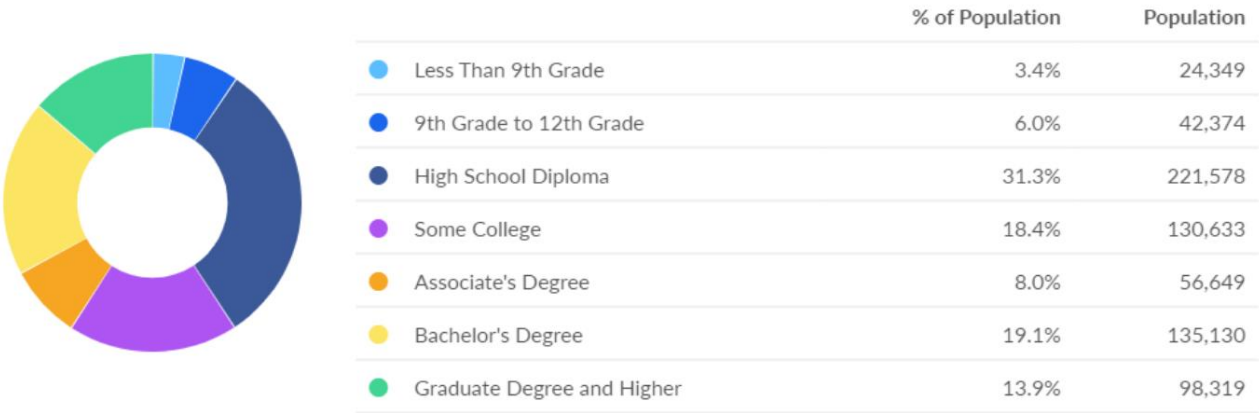


Race	Unemployment (May 2022)	% of Unemployed
American Indian or Alaskan Native	155	0.73%
Asian	602	2.85%
Black or African American	9,428	44.57%
Native Hawaiian or Other Pacific Islander	32	0.15%
White	10,935	51.70%
Total	21,152	100.00%

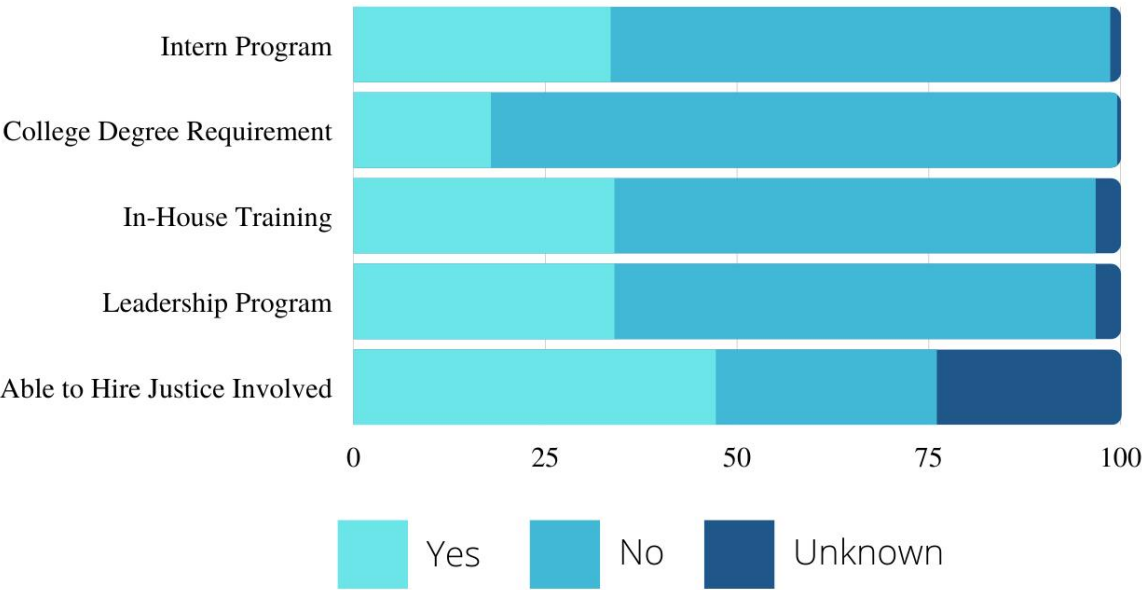
Educational Attainment

Educational Attainment

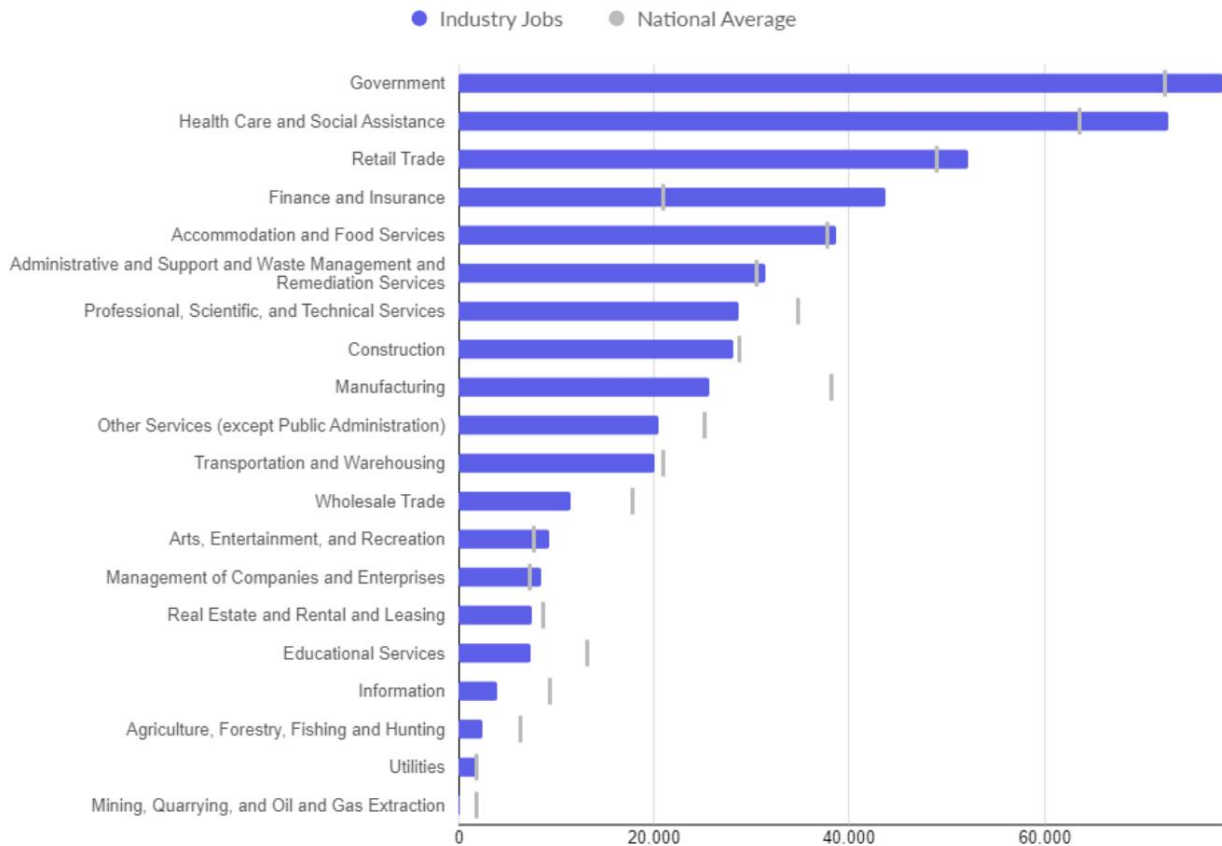
Concerning educational attainment, 19.1% of Delaware residents possess a Bachelor's Degree (1.2% below the national average), and 8.0% hold an Associate's Degree (0.7% below the national average).



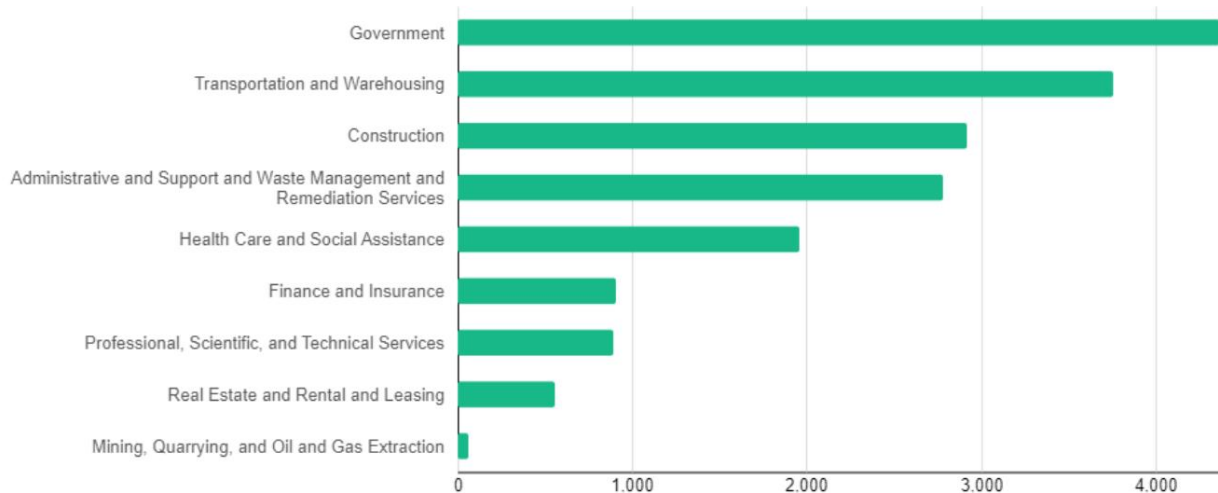
Zogby Survey Results



Largest Industries



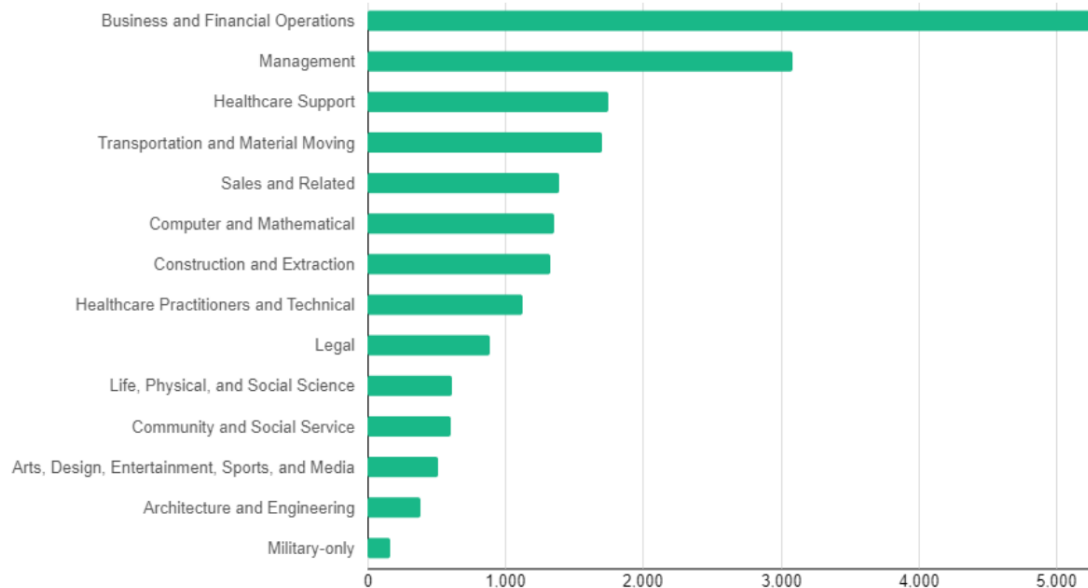
Top Growing Industries



Largest Occupations



Top Growing Occupations



Appendix C: Youth Success Stories

Delaware Futures Success Stories

Gael joined Delaware Futures his 8th grade summer! Gael is currently a senior at William Penn High School in Delaware. Gael barriers were identified as a language barrier, with Spanish being his primary language spoken in his home. Delaware Futures was able to provide him with Toast Masters to enhance his public speaking skills while also making him comfortable speaking a secondary language. Gael utilizes the services that Delaware Futures offer such as tutoring, SAT prep sessions, and internship opportunities. Gael's participation and commitment in weekly tutoring sessions increased his GPA to a 4.0! The SAT prep that Delaware Futures offered helped Gael with his confidence, exposure, and to increase his score. Gael has a career interest in computer science, and Delaware Futures was able to provide him with an internship with A.I Whoo and the University of Delaware Sharp Lab. Gael was able to gain more knowledge in coding, programming, and functions at both internships while also maintaining his involvement in other extracurricular activities. Gael's leadership is outstanding, he is always willing to help and support his peers, as well as encourage them to be involved and try new things in the program. Delaware Futures is so proud of Gael's achievements!

The Sussex County team would like to highlight our senior Taylor Jenkins. Taylor is currently attending Seaford Senior High School. She Currently maintains a GPA of 3.8. Taylor is a piler in her school community and participates in many clubs such as Chick Fila leadership academy, educators rising as the vice president of community relations. National honor society. Kee club vice president. The ark educational resource center as a tutor, and a youth philanthropy group, as well as a member of Delaware Futures. Taylor is always willing to help her peers in Delaware Futures and is always excited to help with community service and other public opportunities. Taylor is truly one of Delaware Futures rising stars!

Bashira joined Delaware Futures last school year. She is from a family who has graduated as a Delaware Futures student and she also has a cousin who is a current Delaware Futures student. She is a current Junior in high school. Bashira is a straight A student and participates in track and field as another extracurricular activity. Bashira had a great Summer internship at the Chase Fieldhouse helping with the operations of their programs. Her supervisor was very happy with her performance and has already asked for her to return next Summer. Bashira served as a leader at her internship to her peers by being the communicator between her peers and supervisors. She was aware of where all her peers were, always. She even advocated for them to do more challenging work because they were up for the tasks. Bashira is unafraid to ask the hard questions her peers are hesitant to ask. She is always willing to learn more about what she is passionate about. Bashira is a great addition to Delaware Futures.

Kessiah joined Delaware Futures entering her Freshman year in high school. Kessiah and her family relocated from Wilmington to Dover, where Kessiah and her sister reengaged with Delaware Futures, Kent county site. Kessiah's goals currently include obtaining a career within the Marketing profession and attending an HBCU!

Delaware Futures has encouraged Kessiah to explore Marketing careers by providing WEX services through the Virtual Job Shadow platform, Paid Internship with Small Business Owner S. Sparrow, and Financial Literacy workshops. Kessiah also readily participates in Leadership events, class meetings with peers, post-secondary activities, community service projects, and more. Delaware Futures look forward to assisting Kessiah in becoming a prepared, matriculated college student.



Micah Hudson, 2021 Graduate

Micah and his mother lived in an area “with a lot of distractions.” Micah shared, “I had a lot of weight on my shoulders and felt like I didn’t have much going for myself. Pathways gave me a purpose and helped me to know I’m better than my circumstances.”

His participation in the PTS Gentlemen’s Society served a purpose he desperately needed. “I was able to learn from successful male mentors from all different backgrounds who showed me there were many ways to be successful. They showed us how to be men and taught us the life lessons we needed at that time in our lives.”

Micah emphasized how Pathways exposed him to things he would never have experienced outside of the program. “I remember going to the Holocaust Museum, it was mind blowing and something I would have never experienced on my own.”

“Pathways will help you to be whatever you want to be in life.” Micah was employed through our WEX program to work at the Boys and Girls Club where he became a certified childcare worker. “The experience helped prepare me for adulthood.” After graduation, we helped Micah get his flagger credentials. “I am now employed full-time as a DOT Certified Flagger.” He will soon be attending school to obtain his HVAC certification. “Because of Pathways I am motivated to have a successful future.”



Tazi'eh Clemmons, 2021 Graduate

Tazi'eh described the environment he grew up in. “Where I’m from not many young men get the kind of opportunities that Pathways gave to me. So many young men become products of their environment and end up on the wrong side of the law. I could see myself heading in that same direction, but Pathways showed me there was more to life.”

Tazi'eh said he would tell current students to take advantage of everything Pathways has to offer. This includes learning about money management, communication skills, time management, and being able to meet and connect with Pathways students from other schools.

Tazi'eh was employed through our WEX program at CHASAD Construction where he learned about construction and how homes are built. There he learned to take pride in his work. “I worked on beautiful condos near the beach. It made me feel good that I had a hand in helping to build them.”

After graduation in 2021, we equipped Tazi'eh with his flagger credentials. Now he has taken it upon himself to help other young men in his community learn how to obtain their DOT Flagging License. He wants to take additional construction courses and work toward obtaining an HVAC Certification.

“Pathways gave me an opportunity to do something better with my life. The sky's the limit.”



Jobs for Delaware Graduates Success Stories

Quarter ending June 30, 2022

Tamere Brewer is a JDG WIOA DOL student who recently graduated from Delmar High School. Throughout the school year, Tamere worked as a cashier at his local Food Lion. During that time, Tamere also enlisted in the Army National Guard reserves, where he completed training one weekend during each month, in Dover, Delaware. Juggling schoolwork, a part time job, and the National Guard was a difficult task however, Tamere put his best foot forward and graduated from Delmar High School this past June. Determined young Tamere, went on to complete and graduate from the Army National Guard's boot camp. Tamere has since enrolled in an advanced training through the ROTC that will commission him as an officer upon completion. Future plans for Tamere include attending college, while in the National Guard, and receiving a degree in Information Technology. Tamere is a great example of what hard work and dedication looks like.

K'Zyiah Hillord, a JDG BC DOL student attended Middletown High School and just graduated this past May. K'Zyiah expressed her interest in Pediatric Physical Therapy and has known for a long time that she has always wanted to be a Physical Therapist and she loves children, so what better way to combine what she loves and aspires to be in her future. K'Zyiah was offered a paid work experience opportunity provided by JDG and immediately knew she wanted to work at a physical therapy office. She was offered an internship at PIVOT Physical Therapy in Middletown, where she interned May 2022 until September 2022. K'Zyiah quickly knew that this internship is what she needed to confirm what she wanted her future career to look like. Monthly check ins were made with her supervisor, Nick and he stated that she is a bright and driven student and knows that she has a great future ahead of her. Nick expressed that this internship was beneficial for not only him, but to her as she has learned quickly and was very client- oriented and personable. K'Zyiah had expressed she was interested in college after her internship and would begin looking but did not have the resources or information to get enrolled. A student Outreach Coordinator offered guidance and transportation and a week before classes began at Del Tech Community College, K'Zyiah was enrolled into the Physical Therapy program and is now a full-time student and plans to transfer to a four-year college and receive her bachelor's degree. K'Zyiah is currently being assisted by JDG in finding a part or full-time job depending on her schedule to work at a Pediatric Physical Therapy office and possibly another paid work experience to assist her with her future career and education goals.

Darius Lyons, a JDG BC DOL student at Thomas McKean High School, stated that he had been working at a local McDonald's for about four years. Darius recognized that he had a talent for customer service, multitasking, a fast-paced environment, and working well under pressure. Jobs for Delaware Graduates (JDG) provided opportunities inside and outside of the classroom for Darius to challenge his professional and personal growth. JDG assisted Darius with his enrollment at Delaware State University with a focus on a career in accounting. Darius was extremely eager to begin his studies toward his future career and has now been participating in his full-course load for the past 3 weeks. Darius is incredibly excited to continue to attend classes at Delaware State for the remainder of his accounting degree.

Career Team WIOA-OSY Program Success Story

Celeste enrolled with the Career Team WIOA-OSY Program. She was a high school graduate who needed to enhance her skills to gain sustainable employment. She was interested in the Code Differently IT Program, where she was able to learn the skills required to be a certified IT Tech. Celeste had a couple of challenges when she first started the IT program such as how to maximize her time management since she had to be in class everyday Monday- Friday for eight hours. Career Team staff met with Celeste and provided on time management that would be beneficial. Staff assigned modules on our Career Edge platform that would be with one of those modules focusing on time management. Celeste did not have to worry about income due to her paid WEX Placement while she completed the program. Celeste successfully completed her modules on Career Edge and applied them to her everyday life.

With her time management in order, Celeste was ready to focus on her coursework. Her study habits and dedication soon separated her from her peers. Her instructor saw how dedicated she was, and she was nominated as the team lead. In the role of team lead, she was the group lead on projects and assignments and tutored her peers who struggled with the course. Celeste passed her Scrum Certification and was recognized for her competency in Scrum Project Management Principles. This allowed her to be a candidate for a Scrum Master, which allowed her to take on the role of Project Manager for various projects. Celeste graduated from the Code Differently IT Program and applied to three different jobs but was denied due to her lack of experience. She was determined to succeed and was offered a paid part-time position as a tutor with Code Differently while she continued to search for an IT position. Celeste did not let the previous rejections stop her from reaching her goals. She is now employed with a new technology firm, making a great wage, and achieving her goals. Through the WIOA-OSY Program at Career Team, Celeste found a way to prevail despite having obstacles along the way.

Appendix D: Delaware Department of Labor, Division of Employment and Training Annual Report Memo



STATE OF DELAWARE
DEPARTMENT OF LABOR
DIVISION OF EMPLOYMENT AND TRAINING
4425 NORTH MARKET STREET, THIRD FLOOR
WILMINGTON, DE 19802

RICHARD FERNANDES
DIRECTOR

TELEPHONE: (302) 761-8159

Date: October 10, 2022

To: Delaware Workforce Development Board

From: Richard Fernandes, Director Division of Employment and Training

Re: Division of Employment and Training (DET) Annual Report

Below is a summary of our implemented initiatives and accomplishments over the past year and proposed programs and grants for the upcoming year.

Implemented

COVID-19 forced us to change the way we provide services at all DOL locations. As a result, we have implemented the following:

- Upgraded all American Job Center (AJC) office locations to comply with CDC requirements with new public access cubicles, plexiglass/dividers installed around all front desk areas and new entry ways providing clients with a safe one-way entrance to and exit out of each location.
- Initiated virtual platforms such as Zoom and Microsoft Teams for staff to continue providing services including all workshops. With Microsoft TEAMS, an online scheduling mechanism was created for all AJC staff to access and view statewide who is scheduled or to schedule clients at each AJC for workshops, or appointments with AJC staff in person and virtually.

Accomplishments

Forward Delaware ARPA Extension: Forward Delaware ARPA Extension: DET and DWDB created the Rapid Workforce Training and Redeployment Initiative. This short-term training, titled Forward Delaware Extension, is designed to assist workers and their families who have been impacted by the COVID-19 crisis. This ARPA initiative was primarily funded with \$3,000,000 and targets the areas of; Healthcare, Construction/Trades, and Logistics/Transportation. This consists of 4 contracts with training providers dedicated to training in the above target areas. As of September 19, 2022, there are 304 clients enrolled in Delaware JobLink through the Forward Delaware Extension Program. DET also assisted American Driver Training Academy in purchasing an additional tractor trailer to be able to provide more training classes due to the high demand and employer need for CDL drivers.

MISSION STATEMENT:

*"TO PROVIDE SERVICES ENABLING EMPLOYERS AND JOB SEEKERS TO MAKE INFORMED
EMPLOYMENT AND TRAINING CHOICES LEADING TO EMPLOYMENT."*

WIOA Wagner Peyser: Provide Employment Services as part of the One Stop system. Currently provides funding for 26.25 merit and contractual staff members. There is no eligibility requirement for this program. In PY21, 6,383 clients received career services including 490 veterans. Also supports the Migrant Seasonal Farmworker Program that ensures farmworkers have equitable access to career services and works with employers to place job orders locally, conducts outreach to ensure compliance. In PY21, 60 MSFW (US workers) arrived / outreached, 36 multi-opening job orders processed, and 30 housing inspections were conducted.

WIOA Dislocated Worker: Helps dislocated workers statewide who have been laid off due to closing, employee reduction, and natural pandemic. Provided ITA/Training for 212 participants and 228 career services in PY21

WIOA Adult: Help low-income adults statewide who are unemployed, employed and/or underemployed. Priority is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Provided ITA/Training for 651 participants and 736 career services in PY21

WIOA In & Out of School Youth: Provide services for Out of School Youth ages 16-24 at enrollment who have barriers to employment and youth who are still in school, ages 14-21, but have barriers to completion. Served 259 youth and provided 286 career services in PY21.

TANF: Temporary Assistance to Needy Families (TANF) is administered through a joint effort of the Division of Social Services (DSS) and the Delaware Department of Labor. The goal of TANF is to give people temporary help until they get a job. Within the program both the State and the TANF client have responsibilities. The State provides positive incentives for the family to become self-sufficient and self-supporting. Time on TANF is limited for most people, up to 36 months, but they must work or participate in work related activities for 30 hours a week to receive a TANF check. Enrolled 290 clients, 312 job placements and provided services to over 1000 clients in PY21.

Blue Collar: Provides funds to state agencies and public sector organizations to train economically disadvantaged individuals and others with barriers to employment. Served 723 youth and adults in PY21.

Summer Youth: Serves low-income youth between 14 and 21 years old by providing a paid work experience during summer months. This experience provides the opportunity to learn positive work behaviors, gain skills, promote responsibility, teamwork, good work ethic, and earn wages over the summer months. In 2022, 396 youth participated in the SSYEP so far, (Year-Round cohort not complete). Almost 160 unique worksites were utilized state-wide to offer these experiences to participants.

Today's Reinvestment Around Industry Needs (TRAIN): Designed to ensure Delaware business has the workforce they need, advance the skills of Delaware workers, grow the state's economy and increase sustainable employment for working families. It is a two-step grant process that first supports multiple employers and other stakeholders developing workforce training plans to address their workforce training needs (Phase I) and then invests in

implementing some or all of the developed workforce training plans to train individuals (Phase II). The total amount of state funds allocated is \$630,000 per year. In PY21, this program engaged 21 employers and trained over 110 individuals in Phase II.

Learning for Careers: Engages Delaware's business community in a planning and implementation process that creates or expands paid work experiences for youth and adult learners in Delaware. The funding available for Phase I awards is \$120,000 and Phase II awards is \$380,000. This program engaged over 130 students in work-based learning in PY21.

Reemployment Services Eligibility and Assessment program (RESEA): Partnership with Unemployment Insurance and provides early intervention for UI claimants who are most likely to exhaust their UI benefits. Delaware's RESEA program provides early intervention reemployment services to UI claimants who are most likely to exhaust their UI benefits. RESEA funds are used to assess the continued eligibility for Unemployment and reemployment needs of UC claimants in the targeted populations identified by the state and to provide reemployment services to RESEA participants, including reemployment services to which RESEA participants are referred. During the period January 1, 2021, to December 31, 2021, 327 RESEA participants received services.

Jobs for Veterans State Grant (JVSG): Disabled Veterans Outreach Program Specialists (DVOP) and Local Veterans Employment Representatives (LVER) are staff assigned to the American Job Centers to provide preferential employment, reemployment, and training services to U.S. military veterans and provide services to employers to hire veterans. In PY21, 2,700 employers were outreached to connect case managed veterans with employment opportunities statewide.

Work Opportunity Tax Credit (WOTC): To improve employment opportunities for hard-to-place job seekers by providing a tax credit to the employer who hires and maintains that employee. Employers make the hiring decision and there is no limit to the number of new hires who can qualify an employer for the tax savings. During the period October 1, 2021, to September 30, 2022, 38,397 applications were processed and 15,570 certifications.

Foreign Labor Certification (FLC): To determine the availability of U.S. workers and the potential adverse effect on wages and working conditions that the admission of foreign workers might have on similarly employed U.S. workers before employers can obtain a labor certification. The FLC office advises employers, applicants, and foreign workers as appropriate regarding requirements for labor certification programs and advertise job openings consistent with non-Foreign Labor Certification advertisements to reach and interest the maximum number of U.S. workers. During the period October 1, 2021, to September 30, 2022, 932 H2-A Workers (non-US) arrived /outreachd.

Fidelity Bonding Grant: provides fidelity bonding insurance coverage to ex-offenders and other high-risk job applicants who may be denied coverage due to issues that may include but not be limited to work experience, poor credit history or a criminal background. At no cost to the employer or employee the bonds are issued by a national insurance firm ranging in the amounts

of \$5,000 to \$24,000 per person for a period of up to one year. During the period October 1, 2021, to September 30, 2022, 100 bonds were issued to employers.

APEX: The Advancement through PARDONS and EXPUNGMENT Program (APEX) provides opportunities to individuals with criminal histories who wish to obtain gainful employment. This program is newly aligned with DET and was with DVR since 2012. Partnership and financial support from DHSS and DVR. During the period of October 25, 2021 – September 9, 2022, over 2,000 justice involved individuals were outreached, 228 new DJL enrollments, 150 pardon applications submitted, 145 granted, 216 expungements applications submitted, 130 granted.

CJC Subgrantee: 2-year grant from the DE Criminal Justice Council to have a dedicated Re-entry Business Services Manager, who will oversee the implementation of directed employer development and outreach to hire justice involved persons. The target population for this program are high and moderate risk offenders 18 years and older. This subgrant also supports an APEX staff member, marketing, and outreach efforts. During the period October 1, 2021, to September 30, 2022, approximately 1,000 employers were outreached.

Trade Act Assistance: provides adversely affected workers who were laid off due to a mass layoff or plant closure with opportunities to obtain the skills, credentials, resources, and support necessary to (re)build skills for future jobs. In PY21, 5 clients continued to receive funding.

COVID National DWG: Assist dislocated, unemployed, and underemployed workers with employment and training services. Including training opportunities through ITAs and OJTs. During the period of performance July 1, 2020, to September 30, 2022, the enrollment goal of 268 was achieved including 21 On the Job Training (OJT) contracts. A request to extend the period of performance 1 year has been submitted proposing an additional 127 enrollments.

H-1B One Workforce Grant: training and related activities to workers to assist them in gaining the skills and competencies needed to obtain or upgrade employment in high-growth industries or economic sectors. These grants are supported by user fees paid by employers seeking high skilled foreign workers under the H-1B visa program. The goal of the training grants is to prepare Americans for high skill jobs, reducing the dependence on foreign labor. During the period of performance from February 1, 2021, to January 31, 2025, the enrollment goal is 708 and there are 253 as of September 26, 2022.

Elevate Delaware: This pilot program will provide tuition, up to \$10,000, to Delaware residents who have obtained a high school diploma, Diploma of Alternate Achievement Standards, or a Delaware secondary credential such as a GED, and have enrolled in an approved non-degree credit certificate program. We will start enrolling candidate in January 2022 and plan to assist at least 50 Delawareans attain a certificate and provides supportive services as needed. There are currently 45 enrollments.

Business Unit: Realigns the Office of Apprenticeship and Training (OAT) and the Business Services Representatives. There are 448 active Apprenticeship and Training Employer Sponsor programs, and a total of 1,767 apprentices. In PY21 there were 770 newly registered apprentices, and 216 that graduated to obtain Journeyman status. DET supported 225

Apprentices with their ITA training at the 3 Vo-Tech schools statewide through the award of a competitive Apprenticeship State Expansion (ASE) grant and currently promoting expansion of traditional and non-traditional trades with funding from a second competitive State Apprenticeship Expansion (SAE) grant through marketing and outreach efforts. There were approximately 33 total job fairs, which included an estimated 3,262 job seekers and over 1,345 employers.

MIS Unit: During PY21, DET has worked with both AJLA and internal staff to develop Tableau reports and dashboards, as well as processes that benefit services for the clients. There are new graphs currently available showing job orders by location with an interactive map. There is also a Fiscal report that shows how much was paid to each training provider and program. These enhancements allow targeted outreach for specified clients with contact information for outreach efforts. Regular training meetings have been conducted with administrators and program managers to show the enhancements, including federal reporting requirements.

Current/New Initiatives

DET reopened all AJCs for clients to use services without making an appointment on September 19, 2022.

“Meet People Where They Are” initiative is to meet clients in the community in conjunction with current and new community partners with an objective of providing timely DET services onsite.

CAREER Dislocated Worker Grant (Comprehensive and Accessible Reemployment through Equitable Employment Recovery): Career and training services will be provided by expanding accessibility and capacity through virtual platforms and other technology to reach and serve larger numbers of dislocated workers to include virtual job fair, scheduler, chat feature, automatic capture of services, and enhanced artificial intelligence to referral of other services. DET will also upgrade all conference rooms with the latest technology and equipment to be able to serve clients in an interactive hybrid format, both virtually and in person.

Approved DET ARPA Projects as of 9/16/22 (total \$7,675,000)

- On the Job training (OJT) \$1M - fill employment gaps with individuals in need of employment and skills upgrade training at a fraction of the cost for businesses. By providing on-the-job opportunities, businesses will be able to ensure un/underemployed skilled and newly skilled employees have the training necessary for their specific jobs. OJT is specialized training provided to an employee by an employer. It supports the employer in providing customized training and helps the employee develop the necessary skills and abilities to perform their job. This incentive helps offset the cost of training for employers and gives them the opportunity to take a chance on hiring a worker they may typically not have in the past. (e.g. newly skilled, long term unemployed, less qualifications than normally required). Employers are eligible for up to 90% reimbursement of the employee's wages during the on-the-job training period to help cover the cost of training. The employers must offer full time jobs paying a minimum of \$16.00/hour,

but with reimbursement capped at \$28.00 per hour. Training can be a minimum of 4 weeks up to 6 months. It is expected the new hire will be retained beyond the completion of the on-the-job training. The target population of employees to be provided the on-the-job training opportunities offered through this Request are Delaware residents, 18 years or older, who are unemployed, underemployed or looking to upskill to increase their opportunities for economic advancement.

- Focus on Alternative Skills Training (FAST) \$500,000 - provide up to \$10,000 in tuition assistance to DE residents who have obtained a high school diploma, or GED and have enrolled in an approved non-degree credit certificate program that provides industry accepted skill training and certification no later than 24 months after graduating high school.
- Tableau Enhancement \$500,000 - Upgrade and enhance Tableau reporting database for DJL to include new filters for case management reports, interactive dashboards, custom reports and dashboards in Tableau and allow state users the ability to customize reports.
- Forward Delaware OST Training Program \$3M - provide high quality workforce preparation programs for adult career entrants or adult career changers who have extreme barriers to employment.
- GED (Test of General Education Development) GED®/HS Diploma Program /UI Claimants \$175,000 - serve approximately 250 UI Claimants who have self-identified in DJL that they do not have a high school diploma or GED®. Provides skills upgrade training that prepares qualified UI claimants to earn a high school credential and a \$500 one-time incentive payment to UI claimants who earn their GED within 6 to 8 months from the time of enrollment.
- Pre- Apprenticeship Training \$2.5M - programs to create a qualified pipeline of Registered Apprentices and to expand the underrepresented (Women), disadvantaged, or low-skilled population that participates in Registered Apprenticeship (RA). Pre-Apprenticeship programs provide programming aimed to close the gap in qualifications for individuals not qualifying for an RA position. Pre-Apprenticeship programs have heavy employer involvement as well as require wrap around services to support both employers and pre-apprentices prepare and succeed in their registered apprenticeship or unsubsidized employment in the construction industry.

What do you want the DWDB to do?

DET administers approximately 32 programs and grants statewide, which connect job seekers with employers and develops Delaware's Workforce to meet the changing needs of its employers. We currently manage over \$38 million in State and Federal programs for FY23 and awarded competitive grants, plus \$10.675 million in ARPA funding to date. In PY21, DET provided virtual and in person services to over 10,000 job seekers, over 1,400 employers and 38 Training Providers. These services range from job posting, job matching to retraining and education. DET would benefit from additional employer engagement through employer forums that can promote all the services available. We would like the board to emphasize the effectiveness of posting jobs in DJL to connect job seekers and employers.

Appendix E: EDA Statewide Planning Grant Performance Progress Report

Grantee	Delaware Workforce Development Board (DWDB)
Project Title	Delaware Employment Equity Project (DEEP)
Project Number	ED22PHI3070005
Reporting Period	March 31 - September 30, 2022
Author of Report	Joanna Staib, DWDB & Social Contract, Project Manager

Overview:

The Delaware Workforce Development Board (DWDB) continues to serve as the lead administrator of the EDA grant in partnership with its fiscal sponsor, the Delaware Department of Labor, Division of Employment & Training (DOL-DET). Since the previous reporting period, DWDB contracted with a consulting firm, [Social Contract](#), to serve as the DEEP Project Manager and assist with implementing the project plan. This Performance Progress Report (Report) highlights the progress made since the previous reporting period (reporting period October 1, 2021-March 31, 2022) and provides details around action steps, accomplishments, next steps, budget details, and more.

Summary of Progress Made Towards Since the Previous Progress Report:

This section highlights progress made towards the goals established in the previous progress report (see attached), then highlights progress made towards new goals established during this project period.

1. Establish project coordination roles and processes between the DWDB and the Dept. of Labor - Dept. of Employment and Training (DOL-DET)

DWDB continues to work with DOL-DET as the fiscal sponsor under this grant. Additionally, DWDB facilitated several meetings with DOL leadership to align on several aspects of the project. For example, DWDB connected with the DOL Bureau of Labor Statistics and Delaware JobLink to discuss opportunities to share workforce data analytics. DWDB will continue to engage these key stakeholders and leverage essential data and other resources as appropriate.

2. Select a dedicated Project Manager

As mentioned above, DWDB selected and onboarded Social Contract as the Project Manager on June 1, 2022. As Project Manager for DEEP, Social Contract focuses on the following activities:

- Facilitate weekly project management meetings;
- Support with procurement, onboarding, and managing subcontractors;
- Co-facilitate stakeholder and contractor meetings;
- Develop and manage project plans;
- Provide decision making support;
- Analyze research and assist with developing reports.

Organization Background: Social Contract is a women and minority-owned social and collective impact consulting firm based in Wilmington, Delaware that partners with educational institutions, nonprofits, philanthropies, government agencies, community leaders, and others to solve complex social problems. Social Contract works with clients to learn their ideal state and help them develop and execute a plan to get there. Social Contract has a diverse group of facilitators, project managers, policy experts, program designers and researchers dedicated to elevating and supporting lasting social change. The organization's approach is unique, centering the feedback and input of impacted, and often disenfranchised community members in the development of sustainable solutions. Social Contract strongly emphasizes building meaningful relationships, trusting the lived experience of local leaders, and aligning stakeholders on a clear path forward.

To select a project manager for DEEP, DWDB released an [RFP](#) on February 28, 2022. The following process was established to determine the best candidate for the position.

RFP Evaluation Process:

An evaluation team will evaluate proposals. Neither the lowest price nor the highest scoring proposal will necessarily be selected. DWDB reserves full discretion to determine the competence and responsibility, professionally and/or financially, of Providers. Providers are to provide in a timely manner all information that DWDB may deem necessary to decide. Proposals will be evaluated pursuant to the selection criteria of the RFP and procedures established in 29 Del. C. §§ 6981 and 6982.

The following is the process proposals will be handled after submission:

i. Initial Review: The DWDB staff will review proposals and reject all that do not meet the minimum criteria. Those not rejected will be advanced to the next review (Written Review).

ii. Evaluation Team: The Evaluation Team should be comprised of at least three (3) members but must have at least one (1) DWDB member. Other members will include a subject matter expert (determined by DWDB staff). The Evaluation Team will review submitted proposals. DWDB reserves the right to respond to submitted proposals.

iii. Proposal Review: Proposals who meet the RFP criteria described in Section(c)(i) above will be reviewed by the Evaluation Team in up to two (2) phases:

1. Written Review- The Evaluation Team will individually review, and score written proposals. Points will be awarded based on the Evaluation Team's review of the written proposals.

2. Criteria Weight- All proposals shall be evaluated using the same criteria and scoring process. Providers are encouraged to review the evaluation criteria and to provide a response that addresses each of the scored items. Evaluators will not be able to make assumptions about a Provider's capabilities so the responding Provider should be detailed in their proposal responses.

iv. Funding Decisions: The Evaluation Team will total all points allotted per team member, determine the total points allotted per proposal and rank all proposals. The Evaluation Team may negotiate with one (1) or more Providers during the same period and may, at its discretion, terminate negotiation with any or all Providers. The Evaluation Team shall make a recommendation regarding the awards to the DWDB, who shall have final authority, subject to the provisions of this RFP and 29 Del. C. § 6982(b), to award contracts to the successful Provider in the best interests of the State of Delaware. Providers may request an explanation of the basis of the awarding of the RFP from the Executive Director of DWDB. The request must be in writing and must be submitted within ten (10) days of the date indicated on the award notification.

3. Work with Zogby Analytics to implement and complete the Business Decision Maker Survey

As highlighted in the previous progress report, DWDB contracted with [Zogby Analytics](#) to conduct the Business Survey, which was later dubbed the “Business Decision Maker Survey.” Zogby completed the survey and published its final report in August 2022. Additional findings are also explored in the next section.

4. Work with Tech Impact’s Data Innovation Lab to analyze survey results

DWDB contracted with Tech Impact’s [Data Innovation Lab \(DIL\)](#) to further analyze the data from the Business Decision Maker Survey, identify and define the principal questions of interest, and develop data-driven recommendations. The 8-week data analysis project with DIL began in late July 2022. Since the project launch, DIL has met with DWDB and Social Contract on a weekly basis to discuss progress and develop easy-to-understand summary materials (e.g., charts and graphs) to present to Board members, media, and the public. DIL’s Final Report will be available mid-October. Below are some key findings from the project analysis which included inputs from 251 businesses:

- Most of the surveyed businesses have 100 or less staff;
- Businesses expect to grow over the next three years;
- Manufacturing, Educational Services, and Finance & Insurance are expected to have the most open positions in the next five years due to retirement;
- Lack of experience, self-motivation and initiative are most common barriers preventing decision-makers from hiring job candidates or them taking the jobs;
- Businesses report that they offer jobs to individuals without a college degree and half of those businesses accept individuals coming out of the criminal justice system;
- The top skills lacking among job applicants were software proficiency in Excel, data analysis, self-motivation, and communication skills;
- The most commonly used recruitment tools include word of mouth and Indeed;
- Approximately one quarter of surveyed decision-makers currently use Delaware JobLink.

Organizational Background: Tech Impact’s Data Innovation Lab applies innovations in data science to public & social problems to grow community impact. They are a data lab made up of diverse thinkers and innovators. Their world-class research helps partners across various industries and stakeholder levels to identify, implement, and scale solutions to complex challenges – from public health and safety to housing, finance, and education. Armed with open-source and in-house research, they convene policymakers, entrepreneurs, corporate innovators and community advocates for data-driven conversations and focused solutions. And they follow through by coaching partners as they execute on the ‘data as a service’ solutions.

5. Select subcontractors for key project workstreams

In addition to the Business Decision Maker Survey, there are three additional studies in the original DEEP project plan to be implemented by outside contractors, including:

1. A gap analysis of wraparound services and service providers;
2. A gap analysis of entrepreneurial assets; and
3. A statewide labor force study.

On September 6, 2022, DWDB published a [Request for Proposals](#) (RFP) for two of the above studies: gap analysis of wraparound services and gap analysis of entrepreneurial assets. As explained in the RFP, applicants can bid on one or both of those studies. Once the RFP closes on October 7, 2022, DWDB will select members of its Board to review proposals and vote on the most appropriate vendor(s) to implement the studies. Based on the expected timeline, project launches with the selected vendor(s) will likely take place by the end of the calendar year.

6. Expand the Project Plan to include an in-depth analysis of state workforce policies and an equity-centered workforce development study

Analysis of State Workforce Policies. To complement the work above and ensure a more holistic approach to identifying and addressing disparities, DWDB expanded the DEEP project plan to include an in-depth analysis of its workforce policies and the policies of its WIOA program partners. The purpose of the policy analysis is to ensure there are no inconsistencies, conflicts, duplication, or ambiguity among current policies that promote inequity or increase barriers for individuals and/or programs that serve individuals in and around Delaware Promise Communities. If such policies are identified as a result of the in-depth policy review, the DWDB will propose appropriate action steps within its overall equity strategy under DEEP to ensure decision-makers consider the specific needs and challenges of disadvantaged and low-income communities in current and future policies and programs.

DWDB facilitated several conversations/meetings with leadership and faculty from the [Biden School of Public Policy & Administration of the University of Delaware](#) (UD) to discuss a potential scope of work and how to ensure alignment with the priorities and objectives of DEEP. Based on UD's experience conducting policy reviews and analyses in the past, including their most recent project analyzing early childhood education policies in Delaware, DWDB believes UD is an appropriate partner/contractor for this new workstream. DWDB expects to make a decision on this new workstream in October and update the EDA as appropriate.

Equity-Centered Workforce Development Study. DWDB partnered with the [United Way of Delaware](#), the [Delaware Racial Justice Collaborative](#), and the [Urban Institute](#) to extend the [Equity-Centered Workforce Development study](#). In sum, this study is taking a deep dive into the current state of workforce development in Delaware through a comprehensive and equity-focused lens. The primary objectives of the study include:

- Identify current Delaware workforce deficits and opportunities at the state, county, and local levels;
- Identify future Delaware industry and innovation trends in the public, private, and nonprofit sectors;
- Conduct a landscape analysis of current Delaware workforce development programs and resources focused on any aspect of workforce development, *especially those that fall within or surrounding Delaware Promise Communities (added)*;
- Create a mapping of programs, organizations, opportunities, barriers, and gaps from pathways through the lifecycle of career paths across all Delaware industries;
- Gather and analyze current funding streams and aligned outcome goals to identify areas of inefficiency, overlap, gaps, underutilization of resources and opportunities for amplifying impact;
- Find and analyze other regional (similar size/demographics) workforce development initiatives to pinpoint three successfully, sustained private/ for profit/nonprofit models in action.
- Identify current data sources and metrics to measure and track outcomes and impact
- Write and publish a report detailing findings, recommendation, and a plan for immediate, short-term, and long-term actions.

Given the subject matter overlap with DEEP, and the strong reputation of the stakeholders involved in that study, DWDB agreed to provide additional funding to expand the capacity of the project team and extend the timeline to ensure there is a greater focus on Delaware Promise Communities. Based on the expected timeline, this study is expected to be completed by November 30, 2022.

Activity Summary

Task	Activities	Benefit/Outcome	Milestone Date
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Contracted and onboarded Project Manager	<ul style="list-style-type: none"> ● Executed contract with Social Contract (SC) ● On-boarded the SC Project Team ● Began implementing project plan ● Met with SC Project Team on a weekly basis to discuss project updates and work on essential project activities 	<ul style="list-style-type: none"> ● Added capacity and expertise to the project ● Provided support to DWDB Executive Director 	June 2022-Current
Implemented Business Decision Maker Survey	<ul style="list-style-type: none"> ● Zogby Analytics implemented the Business Decision Maker Survey with 251 businesses 	<ul style="list-style-type: none"> ● Zogby shared raw survey data for review and analysis by DDIL ● Received Final Report from Zogby 	Zogby shared its Final Report on September 8, 2022
Contracted with Delaware Data Innovation Lab (DDIL)	<ul style="list-style-type: none"> ● Approved the Scope of Work developed by DDIL ● Developed and executed contract ● On-boarded the DDIL Project Team ● Shared raw data from Zogby's Business Decision Maker Survey with DDIL to begin analysis ● Worked with DDIL and a select group of DWDB Board members to identify and define principal questions of interest from the survey ● Met with DDIL on a weekly basis to review progress, provide strategic consultation, and co-design presentation materials 	<ul style="list-style-type: none"> ● Gave a local organization the opportunity to meaningfully contribute to the project ● Receive data analytics support from the DDIL Project Team who is easy to reach/engage with on a regular basis ● Developed easy-to-understand materials that helps answer key questions of interest 	<p>Executed contract with DDIL on July 15, 2022</p> <p>Completed 8-week project wrap-up meeting on September 22, 2022</p> <p>DDIL Final Report expected to be complete by mid-October, 2022</p>
Published RFP for the Wraparound Services Gap	<ul style="list-style-type: none"> ● Developed an RFP for two work streams according to DE procurement laws ● Submitted RFP to DE 	<ul style="list-style-type: none"> ● Completed an essential step towards launching two essential 	Published RFP on September 6, 2022

Analysis & the Entrepreneurial Asset Gap Analysis	Office of Management & Budget (OMB) <ul style="list-style-type: none"> Facilitated a pre-bid meeting 	projects/workstreams under DEEP	
Contracted with United Way of DE (UWDE) for the Labor Force Study	<ul style="list-style-type: none"> Facilitated several meetings to discuss the Equity-Centered Workforce Development Study and opportunities for expansion Developed a Scope of Work (SOW) in partnership with UWDE Approved the SOW and executed a contract with UWDE to extend their study with an extra focus on DE Promise Communities 	<ul style="list-style-type: none"> Partnered with several reputable organizations and initiatives on one project: UWDE, Urban Institute, DE Racial Justice Collaborative Made efficient use of resources by extending an existing study as opposed to duplicating efforts and requesting a new one 	Executed contract with UWDE on August 15, 2022
Established a new project workstream for an in-depth workforce policy analysis	<ul style="list-style-type: none"> Reviewed existing DWDB policies Facilitated several discussions with faculty from University of Delaware (UD) to understand the potential for conducting an in-depth policy review of workforce policies Reviewed a draft SOW provided by UD 	<ul style="list-style-type: none"> Look beyond external fundings re: the DE workforce landscape to ensure current internal policies do not promote inequity or increase barriers for individuals and/or programs in DE Promise Communities Vetted a potential partnership with a reputable institution 	UD submitted its draft proposal in mid-September 2022. DWDB expected to decide by mid-October 2022

Timeline:

Project Workstream	Start/Expected Start	Expected Completion Date
Business Decision Maker Survey + Analysis	March 2022	October 2022
Gap Analysis for Wraparound	November 2022	January 2024

Services		
Gap Analysis for Entrepreneurial Services	November 2022	January 2024
Policy Review & Analysis	November 2022	February 2024
Equity-Centered Workforce Dev. Study	August 2022	November 2022
Statewide Labor Force Study	Early 2023	February 2024

Challenges and Mitigation:

Business Decision Maker Survey: One challenge worth noting during the survey process was getting enough businesses to complete a phone call survey and/or following through on an electronic survey response. Originally, Zogby anticipated getting 500 businesses to complete the survey; however, Zogby only received 251 survey responses. While there was still a wealth of information gleaned from the survey responses, DWDB would like to ensure more businesses respond to the survey.

Instead of commissioning Zogby to make a second attempt at administering the survey, DWDB will utilize its new Business Liaisons to help bridge the gap. DWDB is in the process of hiring 3 Business Liaisons who will be charged with contacting business leaders throughout the state and implementing a structured employer engagement process that establishes a two-way communication pathway to identify training, hiring, and employee retention needs.

Next Steps:

- Complete summary materials from the Business Decision Maker Survey in partnership with DDIL and distributed to DWDB Board members and other stakeholders.
- Select qualified vendor(s) to complete the wraparound services and the entrepreneurial gap analyses; contract and onboard vendors before the end of the calendar year.
- Ensure completion of the Equity-Centered Workforce Development Study; review and analyze findings.
- Contract and onboard University of Delaware School for the workforce policy analysis before the end of the calendar year.
- Design a process to assess the skills of the Delaware workforce and implement the statewide skills gap analysis (one of the six total workstreams under DEEP)

Aggregate Metrics:

- So far, the only metrics available are from the Business Decision Maker Survey completed by Zogby Analytics. As noted above, they surveyed 251 businesses.

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Client Success Stories:

One of the early success stories of DEEP involves the partnership with DDIL, a relatively new organization that received \$2 million in start-up funding from a CARES Act grant in 2020 to address harm caused by COVID-19

via advanced data analytics and artificial intelligence.¹ Under the DEEP project, DDIL has analyzed the wealth of information gleaned from the Zogby Business Decision Maker Survey to help answer key questions of interest regarding economic development as a function of employer, training program, and market data. DDIL's local presence, as well as its connections to DWDB and Social Contract staff, allowed for streamlined communication and efficient collaboration.

Press Engagements/Opportunities:

The Delaware Business Times published an article about the Business Decision Maker Survey in its September/October Issue. The article is attached to this report.

¹ <https://technical.ly/startups/merger-data-innovation-lab-tech-impact/>



The Delaware Workforce Development Board (DWDB) commissioned a study with Zogby Analytics in the spring of 2022 to conduct a hybrid (online and live operator telephone) survey of business decision makers in the state. Zogby Analytics is respected nationally and internationally for its opinion research capabilities.

The final sample consisted of owners or partners (26%), directors (14%), HR (10%), CXOs (8%), presidents (8%) and other company officers with decision-making responsibilities (31%), working for organizations with over \$1 million in revenue in a 59% of the cases and more than 50 employees in 43% of the cases. The respondents most commonly worked in health care and social assistance (28), professional, scientific and technical services (27), retail trade (23), construction (20), educational services (20) and manufacturing (19). Sixty-four percent of surveyed businesses had a single Delaware location.

Based on a confidence interval of 95%, the margin of error for 251 is ± 6.1 percentage points. This means that all other things being equal, if the identical survey were repeated, its confidence intervals would contain the true value of parameters 95 times out of 100.

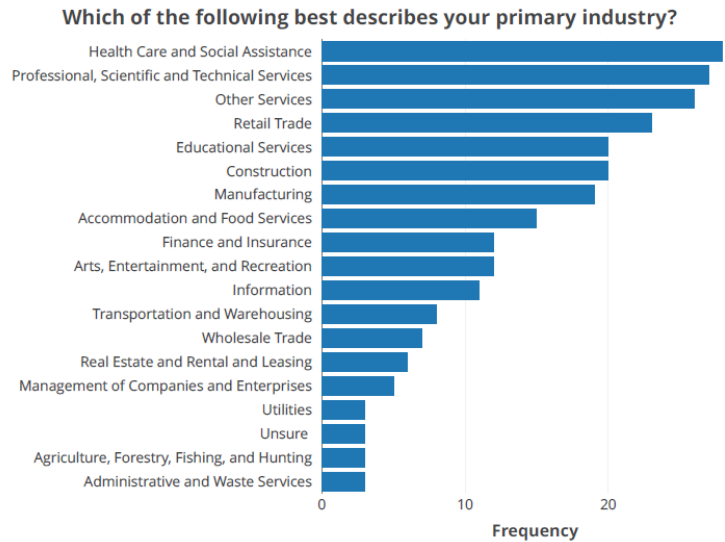
Subsets of the data have a larger margin of error than the whole data set. As a rule, we do not rely on the validity of very small subsets of the data especially sets smaller than 50-75 respondents. At that subset we can make estimations based on the data, but in these cases the data is more qualitative than quantitative.

Additional factors can create error, such as question wording and question order.

The survey was to help enhance DWDB's focus on programs and initiatives that most effectively provide the job skills that employers need. DWDB worked with Delaware Data Innovation Lab (DDIL) to analyze the data received from Zogby Analytics. Below are key findings from their review.

Survey of 251 Business Decision Makers

- Zogby Analytics was commissioned by the Delaware Workforce Development Board to conduct a survey (online and live operator telephone) of 251 business decision- makers in Delaware.
- Zogby Analytics made telephone calls from known business lists by random. They made up to four calls to reach a sampled phone number.
- There are 19 industries represented in this survey.
- Based on a confidence interval of 95%, the margin of error for 251 is ± 6.1 percentage points [Zogby].



Executive Summary

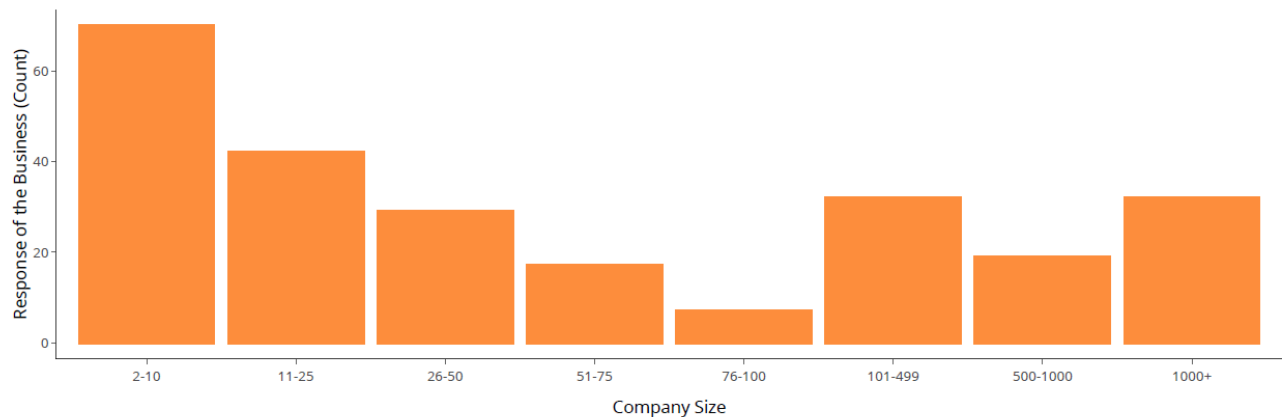
- Two-thirds (67%) of the participating Delaware businesses are small businesses.
- Respondents expect the number of their open positions to grow over the next three years.
- Nearly half (47%) of the surveyed decision-makers expect to lose two or more such positions over the next five years.
- Lack of experience, self-motivation, and initiative are the most common barriers preventing decision-makers from hiring job candidates or them taking the jobs.
- Four out of five respondents report having positions that do not require a college degree.
- Nearly half (45%) say that they accept individuals who are coming out of the criminal justice system.
- Software proficiency in Excel and Data analysis and Self-motivation are the top skills lacking among job applicants.
- Word of mouth/networking, Indeed, and the Company website are the most commonly used recruitment tools.
- Approximately half of the respondents believe that Delaware JobLink could help their business through Job postings.

Delaware
Data
Innovation
Lab

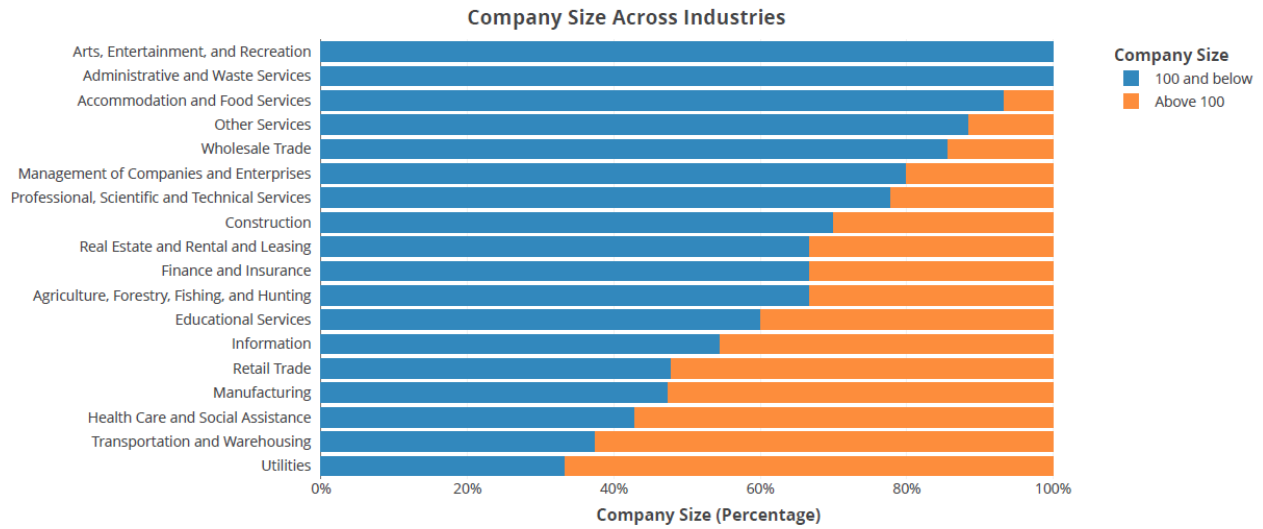


67% of the Businesses Staff 100 or Less Persons

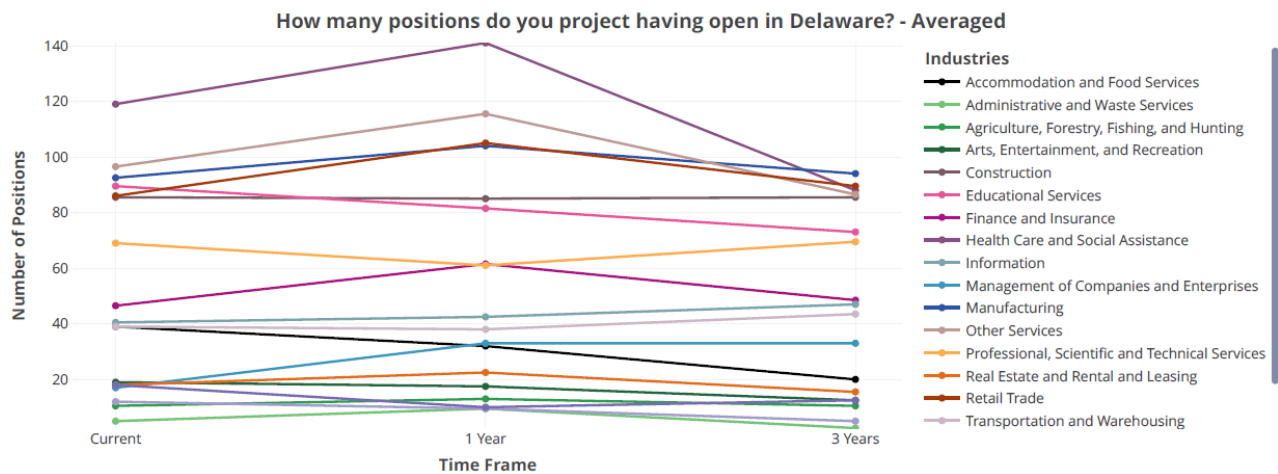
Number of Employees Within the Company Across all Businesses



Company Size Distributions across Industries

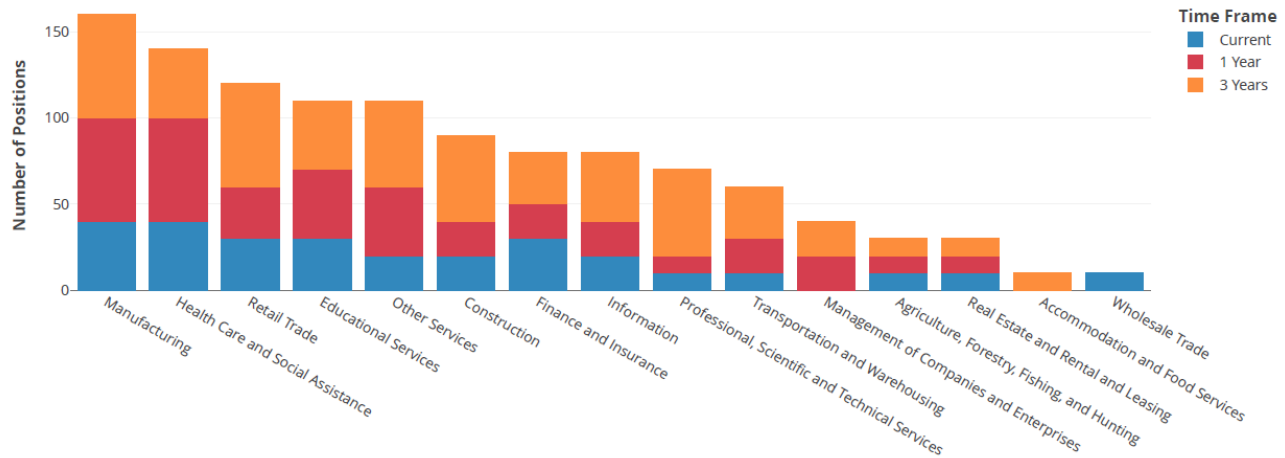


Number of Expected Positions to Fill

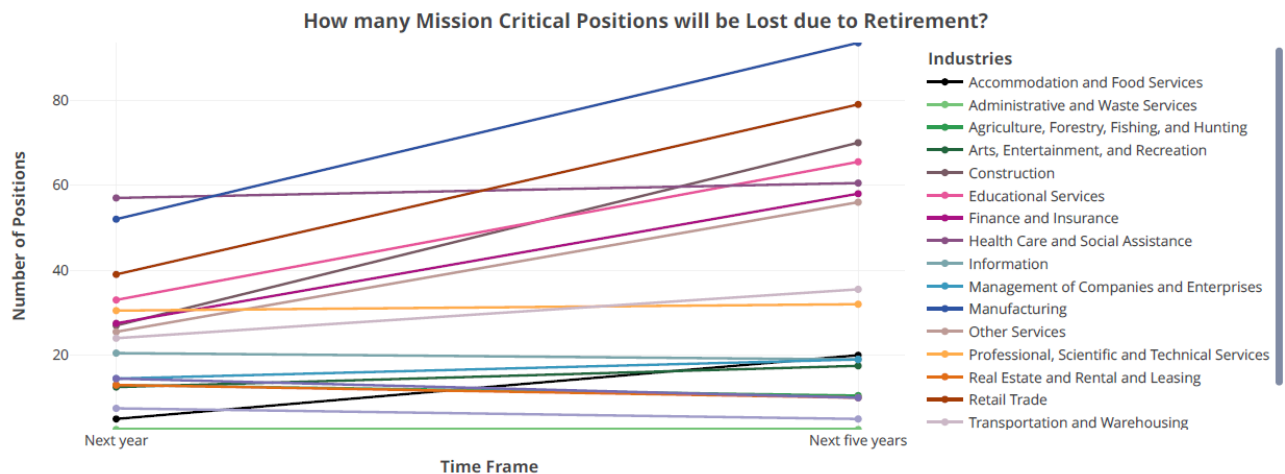


Minimum Number of Expected Positions to Fill

Distribution of the 10+ expected positions to fill by industries.

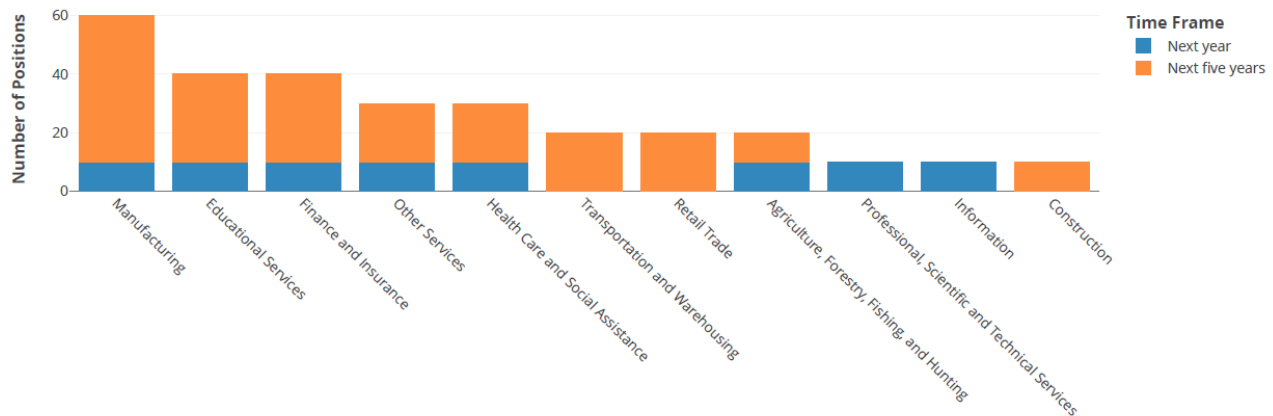


Number of Expected Positions to be Lost due to Retirement



Minimum Number of Expected Positions to be Lost due to Retirement

Distribution of the 10+ expected positions to be lost due to retirement by industries.

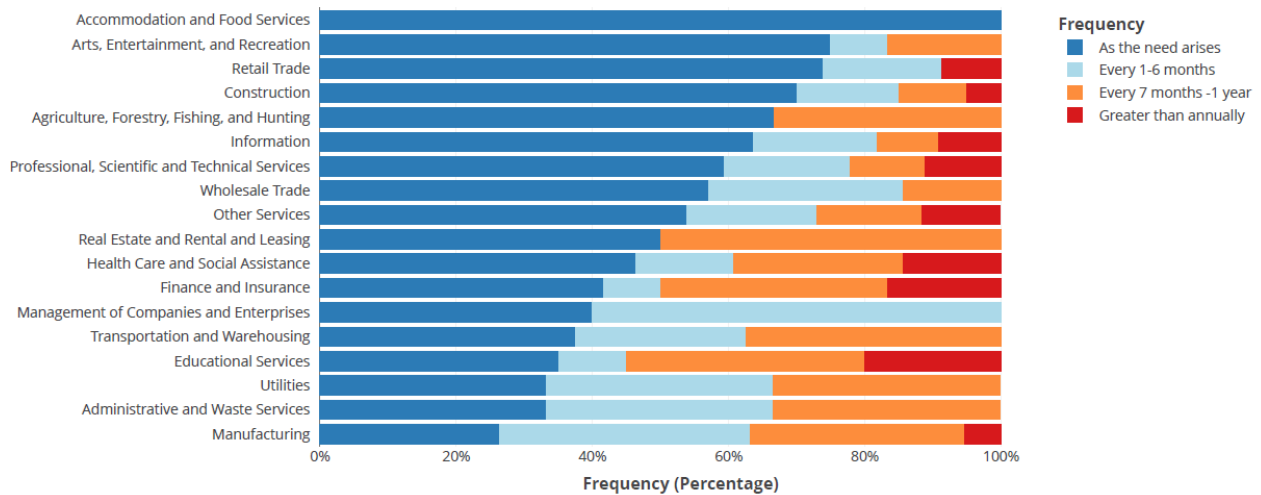


Respondents expect the number of their open positions to grow over the next three years

- The number of open positions in *Manufacturing* and *Health Care and Social Assistance* are expected to be the highest.
- *Manufacturing*, *Educational Services*, and *Finance and Insurance* are expected to have the most open positions in the next five years due to retirement.
- *Transportation and Warehousing* and *Retail Trade* are among the industries where the ratio of positions that will be lost for the next five years and next year is the highest.
- Nearly a third of surveyed decision-makers expect to lose two or more mission-critical positions to retirement in the next year, and half expect to lose two or more such positions over the next five years.

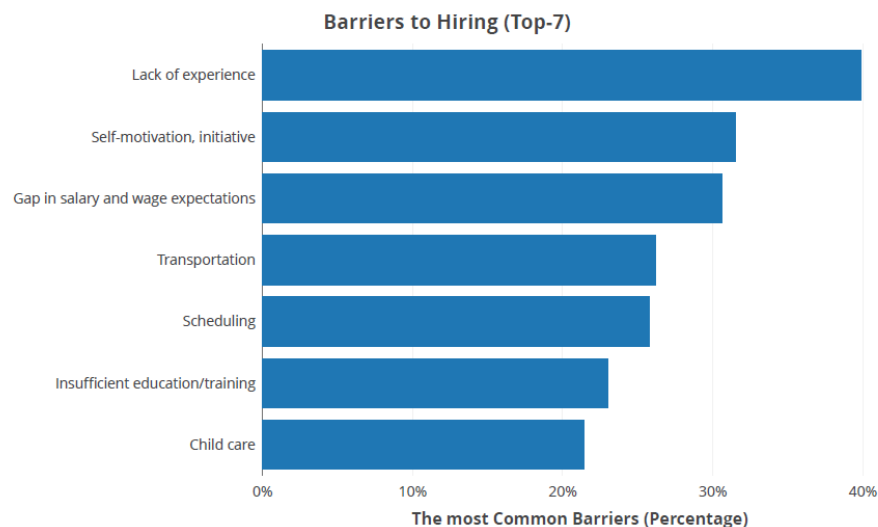
Frequency of Assessing Job Description

A majority of surveyed decision-makers assess job descriptions and minimum hiring requirements as the need arises.



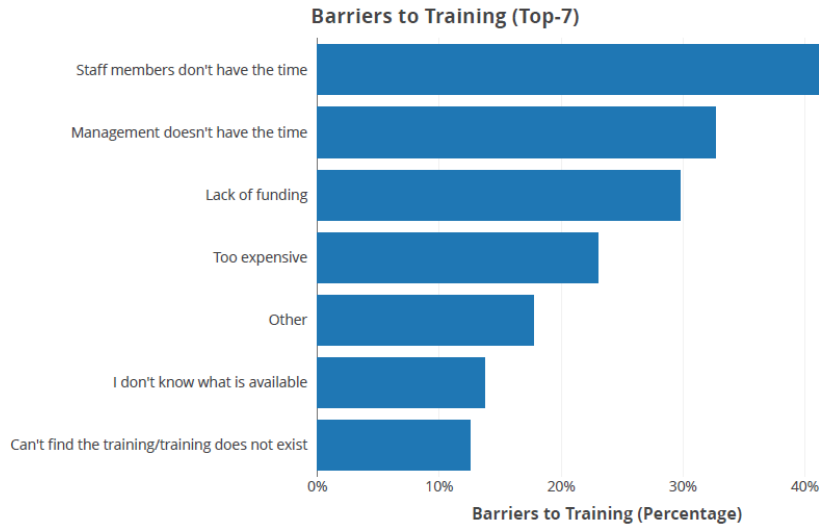
Barriers to Hiring

Lack of experience and self-motivation and initiative are most common barriers.

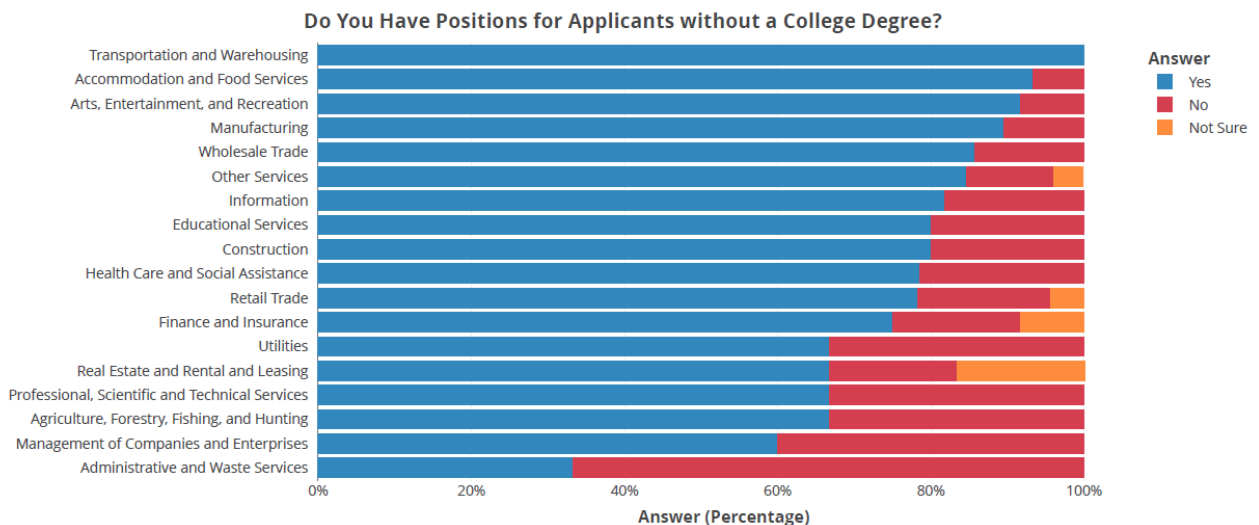


Barriers to Providing Training

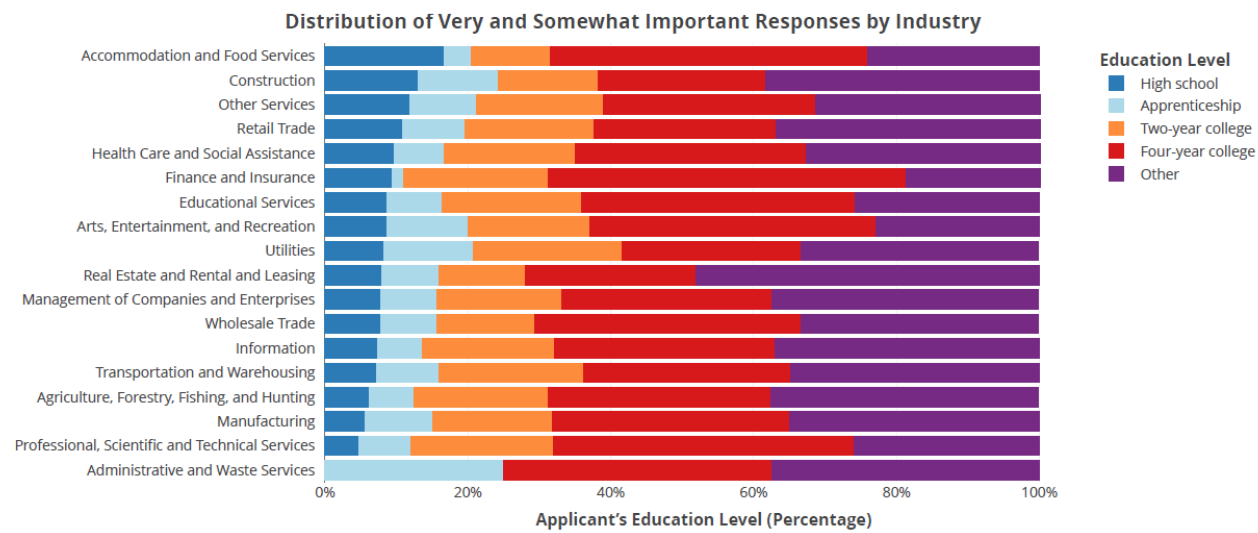
Lack of time among staff and management, lack of funding, and high costs are the common barriers to additional training.



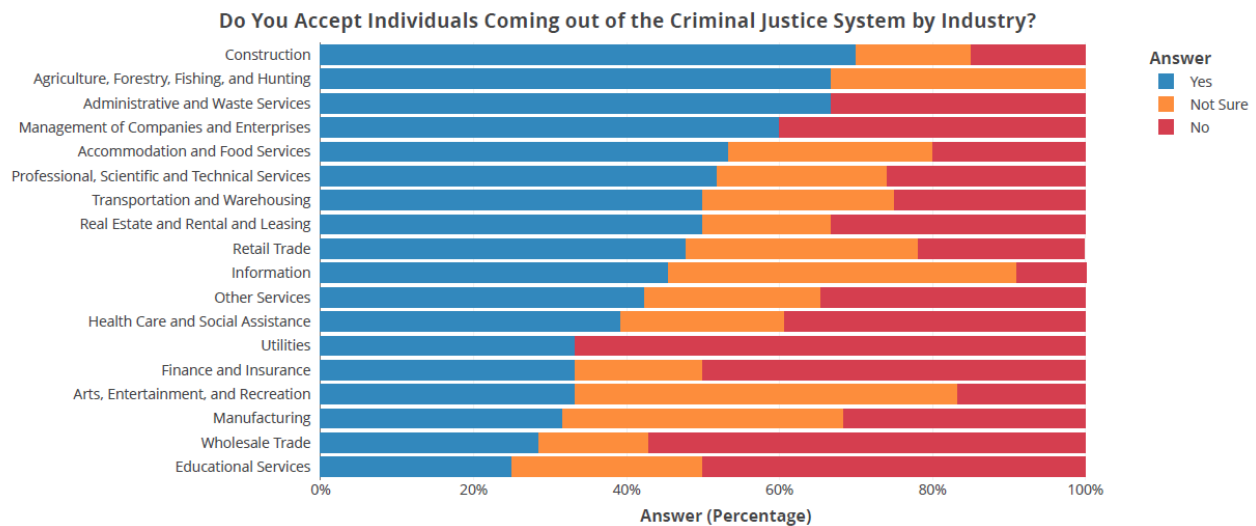
Four out of Five Respondents Report Having Positions that do not Require a College Degree



49% of respondents do not believe that having a 2 or 4 year college is as important for hiring.



Nearly Half Say that They Accept Individuals Coming out of the Criminal Justice System

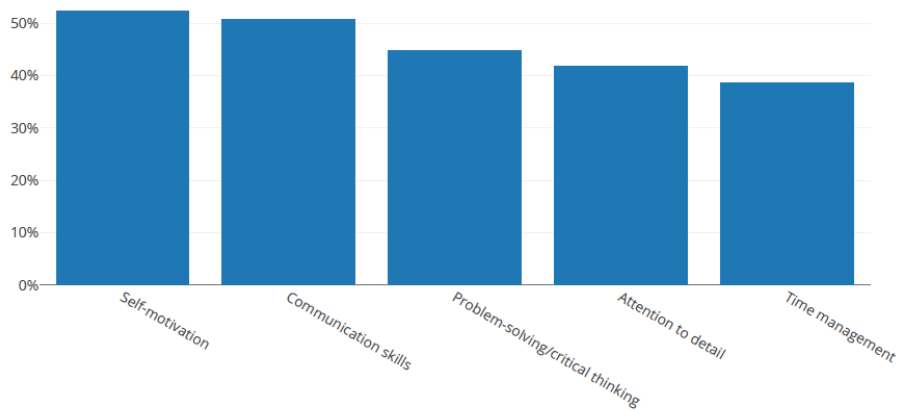


Assessing Hiring Requirements

- Nearly 60% of surveyed decision-makers assess job descriptions and minimum hiring requirements as the need arises, while approximately a quarter combined does it every 3-6 months or annually.
- Lack of experience, self-motivation, and initiative, the gap in salary and wage expectations, scheduling, and transportation are the most common barriers to preventing decision-makers from hiring job candidates or them taking the jobs.
- Lack of time among staff members and management, lack of funding, and high costs are the biggest barriers to additional training
- 80% of the respondents report having positions that do not require a college degree.
- Approximately 50% of businesses accept individuals who are coming out of the criminal justice system.

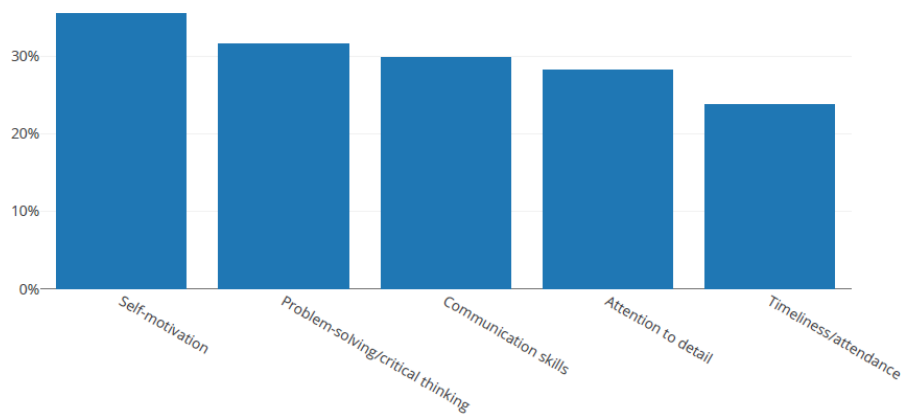
Non-Technical Skills Lacking among Applicants

Self-motivation, communication skills, problem-solving and critical thinking are non-technical skills most commonly lacking among job applicants.



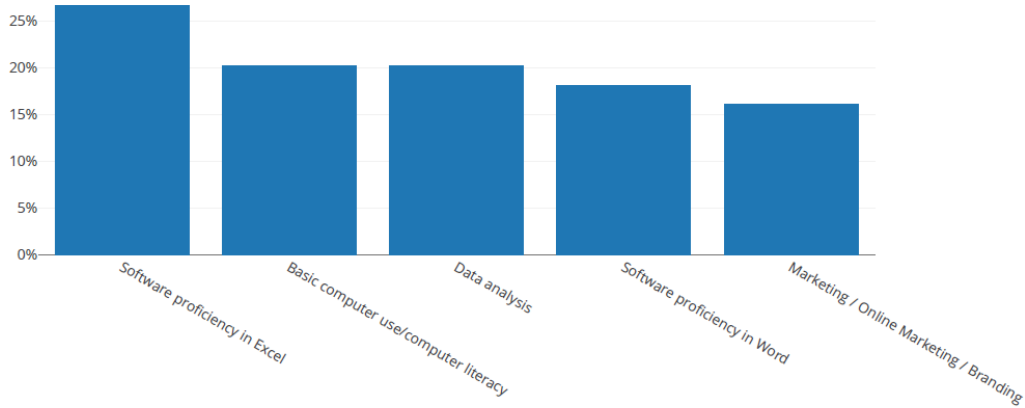
Non-Technical Skills more Difficult to Recruit for

Similar non-technical skills are also the ones most difficult to recruit for.



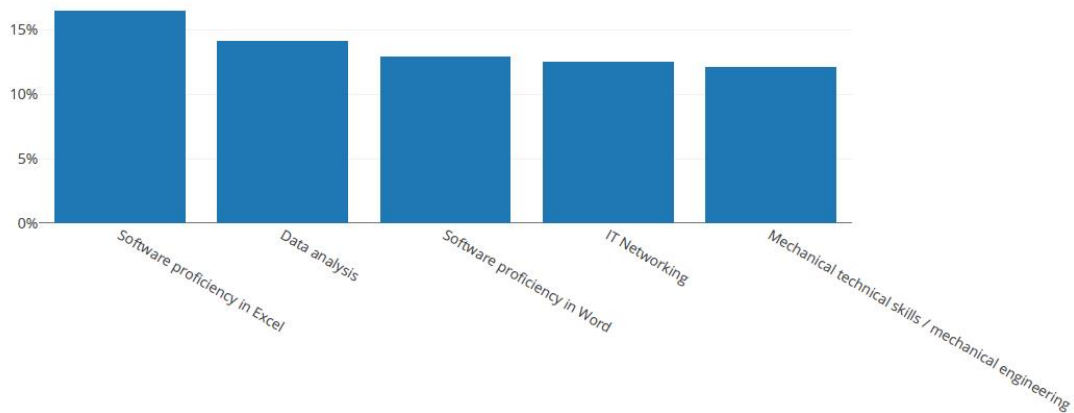
Technical Skills Lacking among Applicants

Software proficiency in Excel and basic computer use/computer literacy and data analysis are technical skills most commonly lacking among job applicants.



Technical Skills more Difficult to Recruit for

Similar technical skills are also the ones most difficult to recruit for.



Applicant Qualification (Training)

- Overall, most of the respondents think that the candidates are somewhat ready for the job.
- Utilities, Finance and Insurance, Manufacturing, and Retail Trade are among industries that they think the new candidates are not ready for the job they are applying for.
- Self-motivation, communication skills, problem-solving and critical thinking, attention to detail, time management, and timeliness/attendance are non-technical skills.
- Software proficiency in Excel and basic computer use/computer literacy and data analysis are technical skills most commonly lacking among job applicants.
- The technical and non-technical skills that are lacking among applicants are also similar skills that the employees think hard to find.

Wrap up

- Most of the surveyed businesses staff 100 or less people.
- Businesses expect to grow over the next three years.
- Manufacturing, Educational Services, and Finance & Insurance are expected to have the most open positions in next five years due to retirement.
- Lack of experience, self-motivation and initiative are most common barriers preventing decision-makers from hiring job candidates or them taking the jobs.
- Businesses report that they offer jobs to individuals without a college degree and half of those businesses accept individuals coming out of the criminal justice system.
- Software proficiency in Excel and Data analysis and Self-motivation, Communication skills are the top skills lacking among job applicants.
- Word of mouth/networking/referrals and Indeed are the most commonly used recruitment tools.